Managing the Bubble
2013 Report

The demographics of crown corporation staff as of December 2013 including trends from 2002 to 2013

March 26, 2014

Prepared by:
Doug Elliott
QED Information Systems Inc.
444 19th Avenue
Regina, Saskatchewan
S4N 1H1
Tel: 306-522-5515
Cell: 306-536-5131
Email: sasktrends@sasktel.net
Internet: www.sasktrends.ca

Background and Notes

- This is the 2013 version of a series of annual reports documenting research into the demographics of employees in Saskatchewan's commercial crown corporations. Since the first *Managing the Bubble* report describing staff in 2001, the employee database has been updated annually to measure and monitor trends over time.

- The database has been expanded in stages by adding additional data elements to provide a more comprehensive measure of staff demographics.
  - For December 2001, only data for permanent full-time staff were collected.
  - For December 2002, coop/summer students and non-permanent staff were added to the database. The occupation (coded to the National Occupational Classification or NOC code) was also included as a data element.
  - For December 2003, the place of work was added.
  - SOCO was added in 2004.
  - SGC was added in 2007.
  - ISC was removed in 2013.

- Funding for human resource initiatives in the crowns to help "manage the bubble" (e.g. Gradworks) began in 2004.

- Virtually all of the statistics in this summary report relate to the twelve years from 2002 to 2013 when all permanent and non-permanent staff were included in the database.

- The crowns were asked to exclude employees who were on long-term disability.

Background and Notes (continued)

- The inclusion of the Saskatchewan Gaming Corporation (SGC) in 2007 means that trends over time need to be interpreted carefully. Employee demographics and turnover at SGC are dramatically different from those at other crowns. To deal with this and the statistical effect of removing ISC in 2013, most trends over time are done separately for i) the aggregate of all crowns and ii) all crowns excluding SGC and ISC.

- In some instances, the characteristics of crown staff and the positions they occupy are compared with those in the province as a whole. These comparisons use the Statistics Canada monthly Labour Force Survey (LFS) for comparison purposes. The LFS is a monthly telephone survey with a sample size of approximately 4,000 households in Saskatchewan.
    - The LFS statistics were derived by the author from survey microdata.
    - The LFS figures are annual averages whereas the crown data describes the situation at a point in time, namely December of the year.
    - Unless otherwise indicated, the LFS data includes the self-employed.
    - The LFS is not conducted on Reserve.

- In some cases, rounding errors mean that percentages do not total exactly 100%.

Staffing Categories and Class of Worker

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Permanent full time	8,908	8,903	8,860	8,940	9,022	9,574	9,658	9,777	9,704	9,694	9,833	9,856
Permanent part time	482	499	479	419	421	894	901	844	786	825	869	795
Contract/term	807	530	525	560	583	575	636	620	582	603	538	537
Seasonal/other	340	426	400	404	495	735	681	605	687	537	517	535
	10,537	**10,358**	**10,264**	**10,323**	**10,521**	**11,778**	**11,876**	**11,846**	**11,759**	**11,659**	**11,757**	**11,723**
Coop and summer students during the course of the year	516	515	461	477	485	478	488	500	435	458	428	447

* excludes SOCO prior to 2004

- Not counting students, the total staff complement was 11,723 as of December 2013 with 84% as permanent full-time employees with the remaining 16% split among:
  - 6.8% permanent part-time staff, bringing permanent staff to 91% of the total;
  - 4.6% as contract or term staff; and
  - 4.6% as "other", mostly casual, staff.

  The crowns hire 400 to 500 coop and summer students in any given year.

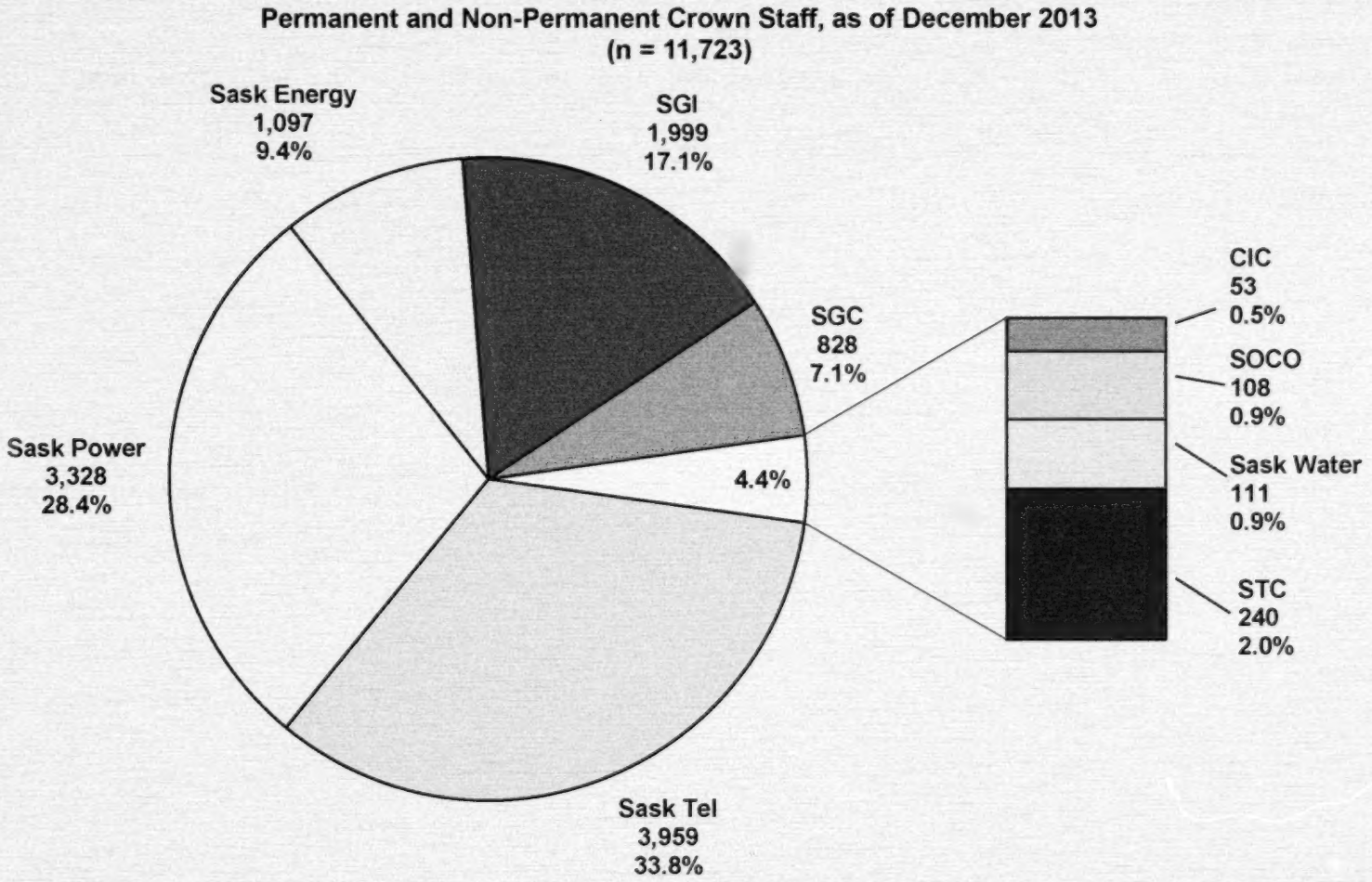
- The 11,723 permanent and non-permanent staff represent 2.1% of the 555,000 persons employed in an average month in 2013 in Saskatchewan.

Detailed Employment by Crown Corporation

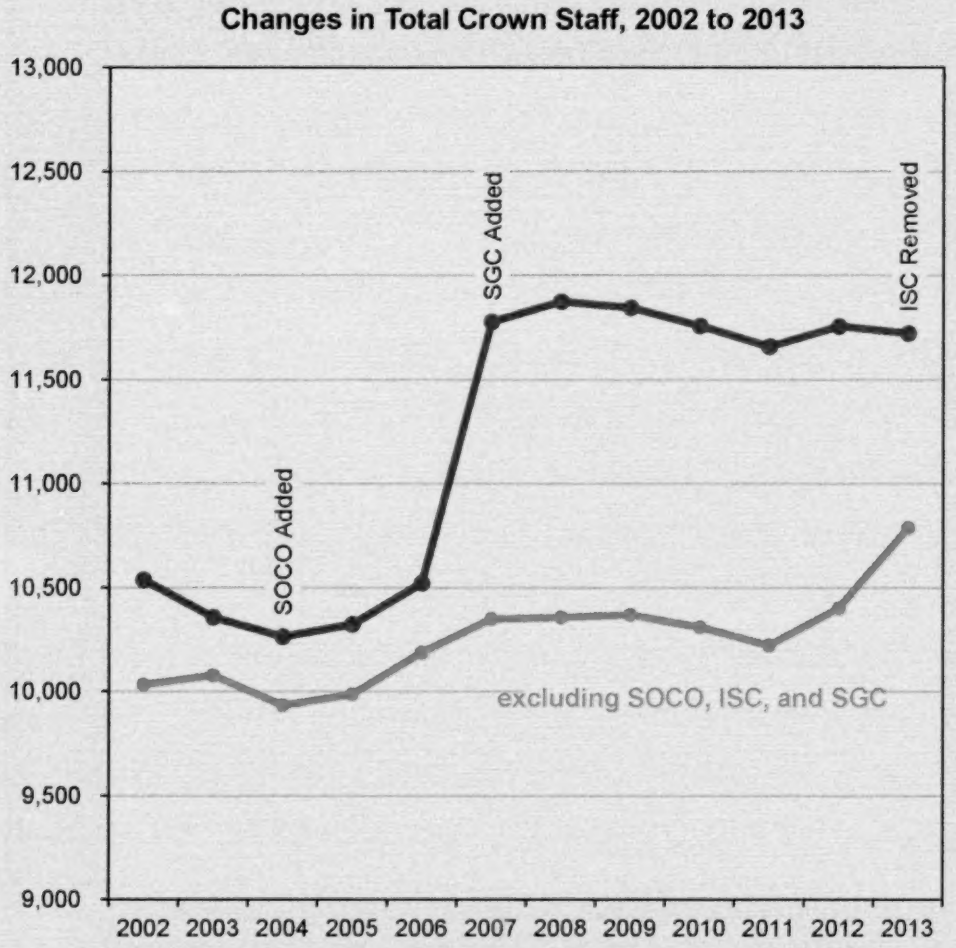
			as of December 31											
			2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
CIC	Permanent	FT	81	73	54	68	70	68	63	69	65	65	60	52
		PT	0	0	0	0	0	0	0	1	0	0	0	0
	Non-permanent		0	2	0	1	4	4	4	2	2	5	2	1
SaskTel	Permanent	FT	3,786	3,812	3,657	3,622	3,577	3,476	3,318	3,226	3,192	3,136	3,139	3,208
		PT	110	89	90	38	49	102	104	111	88	111	107	105
	Non-permanent		524	569	562	622	747	726	752	719	749	648	650	646
SaskPower	Permanent	FT	2,369	2,395	2,426	2,444	2,473	2,526	2,588	2,692	2,762	2,739	2,897	3,056
		PT	134	142	144	137	134	127	136	140	131	133	129	123
	Non-permanent		150	145	153	118	110	132	132	113	84	132	137	149
SaskEnergy	Permanent	FT	815	818	815	823	861	895	937	930	908	919	947	946
		PT	85	84	86	86	77	76	68	73	68	75	81	102
	Non-permanent		74	70	65	50	70	102	97	84	91	78	40	49
SGI	Permanent	FT	1,386	1,387	1,390	1,420	1,447	1,524	1,536	1,573	1,572	1,591	1,618	1,740
		PT	107	115	114	113	116	113	107	114	112	109	112	108
	Non-permanent		92	75	77	106	125	148	187	189	157	148	143	151
SaskWater	Permanent	FT	84	67	68	80	82	83	85	87	91	98	104	107
		PT	2	2	2	4	4	4	4	3	4	3	4	3
	Non-permanent		3	1	1	9	0	5	3	4	4	1	2	1
SOCO	Permanent	FT	...	...	69	81	86	116	106	110	115	111	112	105
		PT	...	...	1	2	3	2	5	4	3	2	2	3
	Non-permanent		...	...	4	3	2	2	3	0	1	2	1	0
ISC	Permanent	FT	196	165	195	208	229	243	257	259	289	288	288	...
		PT	4	27	2	1	1	2	2	2	3	2	2	...
	Non-permanent		303	88	59	41	13	17	19	13	25	40	39	...
STC	Permanent	FT	191	186	186	194	197	196	203	200	192	190	194	204
		PT	40	40	40	38	37	35	29	34	37	34	32	36
	Non-permanent		1	6	4	14	7	7	4	5	1	7	3	0
SGC	Permanent	FT	...	...	...	...	...	447	565	631	518	557	474	438
		PT	...	...	...	...	...	433	446	362	340	356	400	315
	Non-permanent		...	...	...	...	...	167	116	96	155	79	38	75

- SaskTel and SaskPower together account for 62% of the crown staff. Simple arithmetic means that will have a strong effect on the overall averages for the crown sector. When SaskEnergy, SGI, and SGC are included, the five largest crowns have approximately 95% of the staff.

Total Staff in the Crowns, 2013



Crown Employment Trends

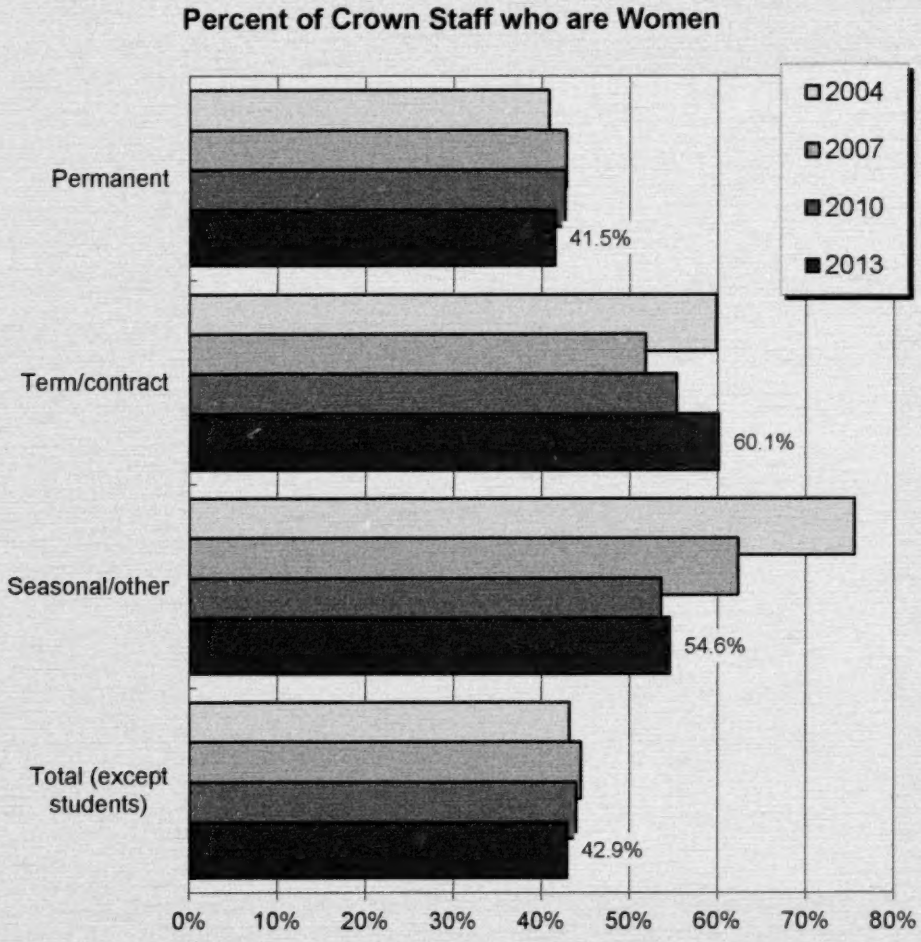


- These figures include both permanent and non-permanent staff.

Characteristics of Employees

- Gender
- Aboriginal Identity
- Membership in a Visible Minority Group
- Reporting a Disability
- Age
- Tenure
- Earliest retirement date

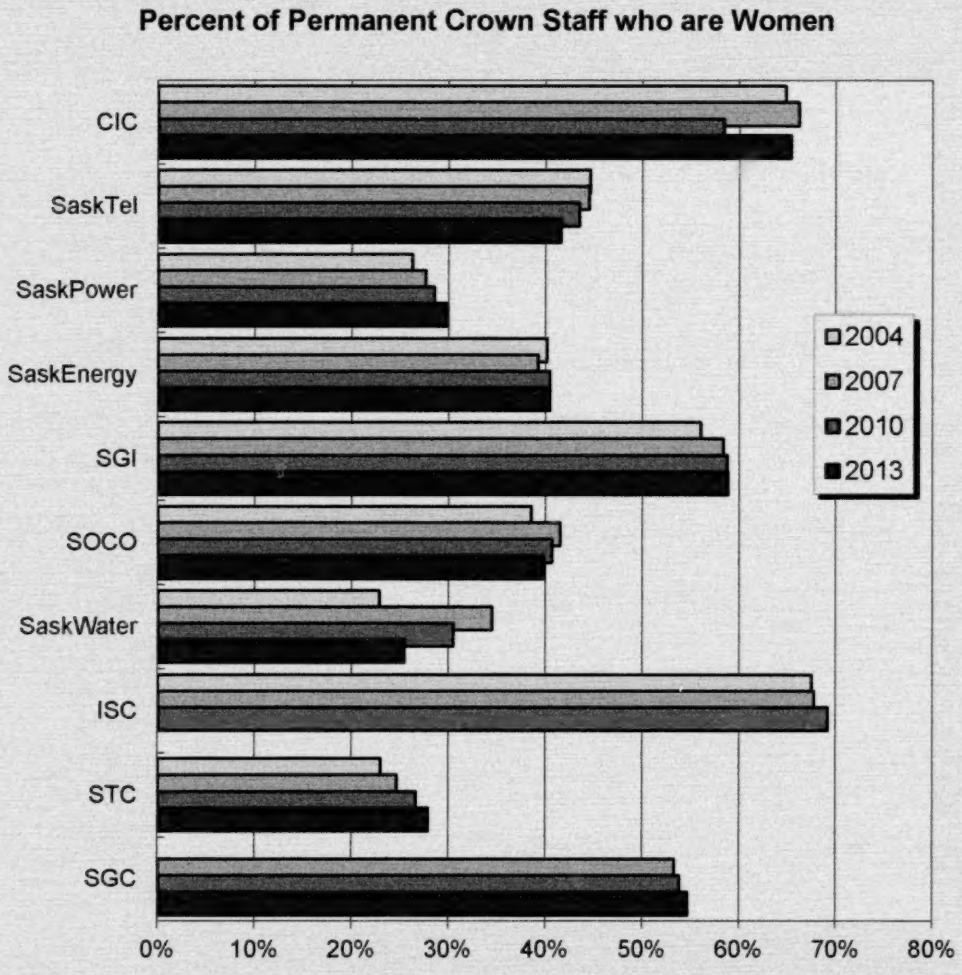
Category of Employment by Gender



Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

- The proportion of crown staff who are women hasn't changed significantly over time. In 2013, 42.9% of staff were women compared with 43.2% in 2004.
- Women make up the majority of staff in non-permanent positions, representing 60.1% of those in term positions and 54.6% of those in seasonal positions.
- The proportion of students who are women is not significantly different from the proportion of permanent staff who are women. In 2013, 46% of the students were women.

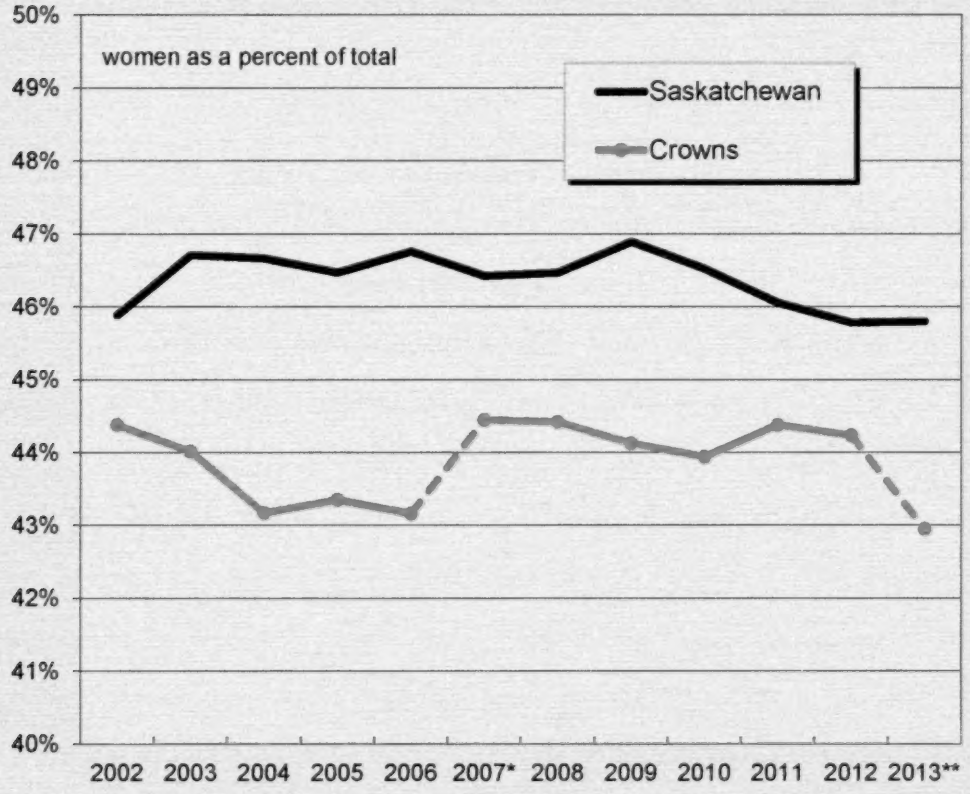
Crown Corporation Employment by Gender



- Over the ten years ending in 2013, most crowns report no dramatic changes in the proportion of women among their permanent staff.
- Over time, the proportion of female employees has declined slightly at SaskTel and increased at SaskPower, SGI, and STC.

Comparison with Saskatchewan

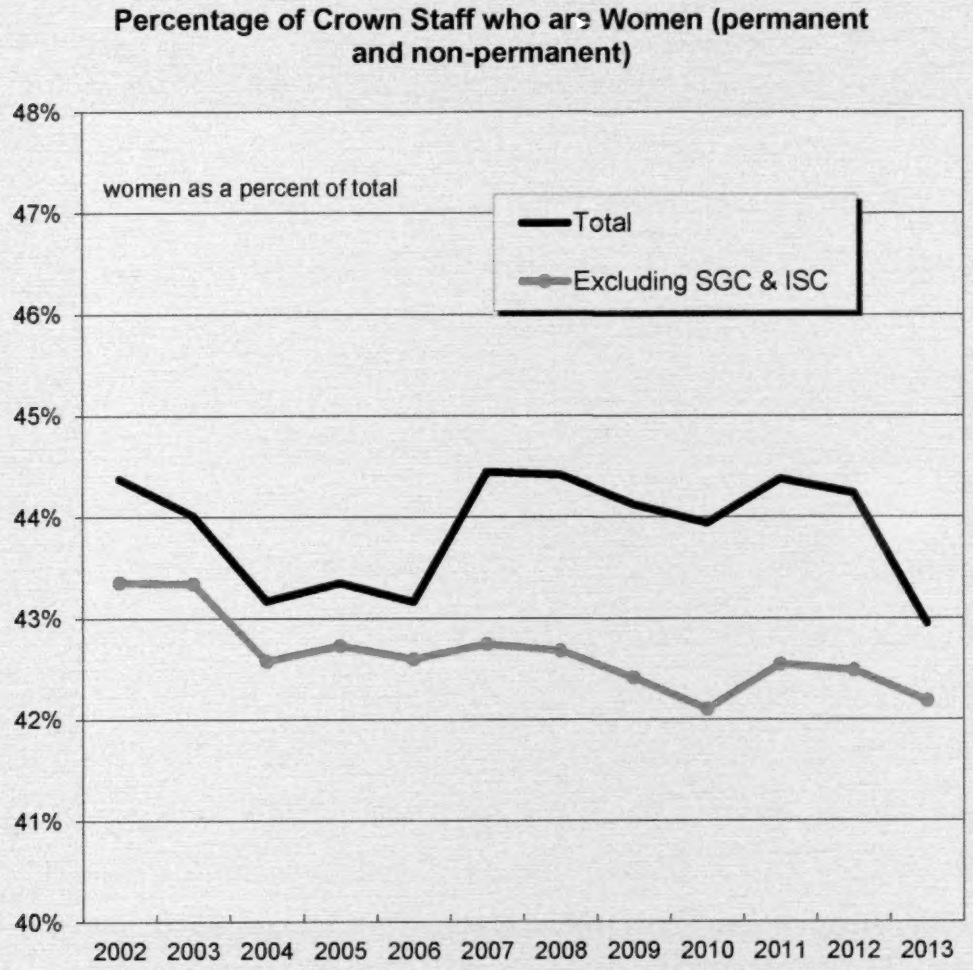
Employment by Gender
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** excludes ISC

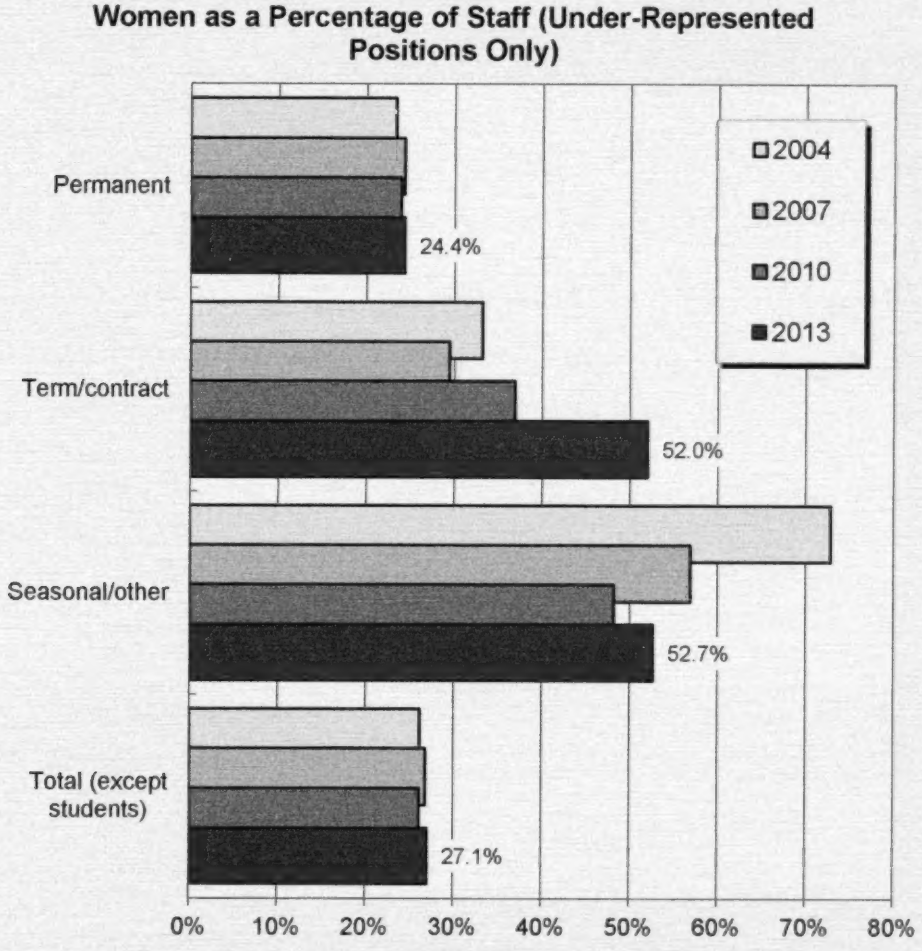
- In the province as a whole, women make up just under 46% of the employed.
- This compares with 43% of the permanent and non-permanent crown employees.
- Neither percentage has changed appreciably over time.

Women in the Crowns: Trends Over Time



- Both SGC and ISC employ a relatively high number of women.
- Removing these two crowns to create a consistent set of statistics lowers the proportion of women working in the crowns from 43% to 42%.
- There is a slight downward trend in the proportion of women working in the crowns but the proportion is effectively unchanged over time.

Women in Under-Represented Positions



Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

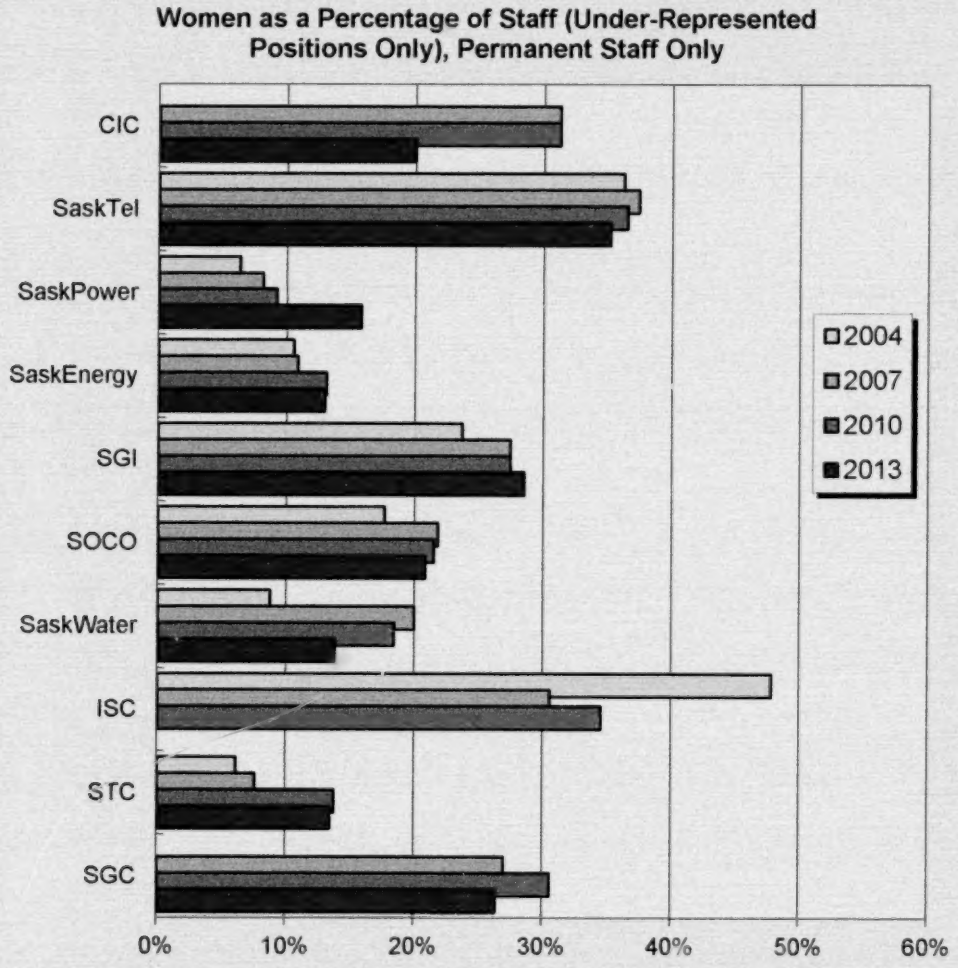
- Using the Saskatchewan Human Rights Commission current methodology*, women represent 27.1% of those working in positions classified as under-represented. (The Commission has a target of 47% for these kinds of positions.)
- This is effectively the same proportion as in 2004.
- The proportion is much higher in non-permanent positions than in permanent ones.

** As of 2006, the occupations (at the 4-digit NOC level) in which women represent less than 47% of those working are designated as "under-represented". Some of the common examples in the crowns are*

a) telecommunications workers (3% women);

b) industrial mechanics (5%).

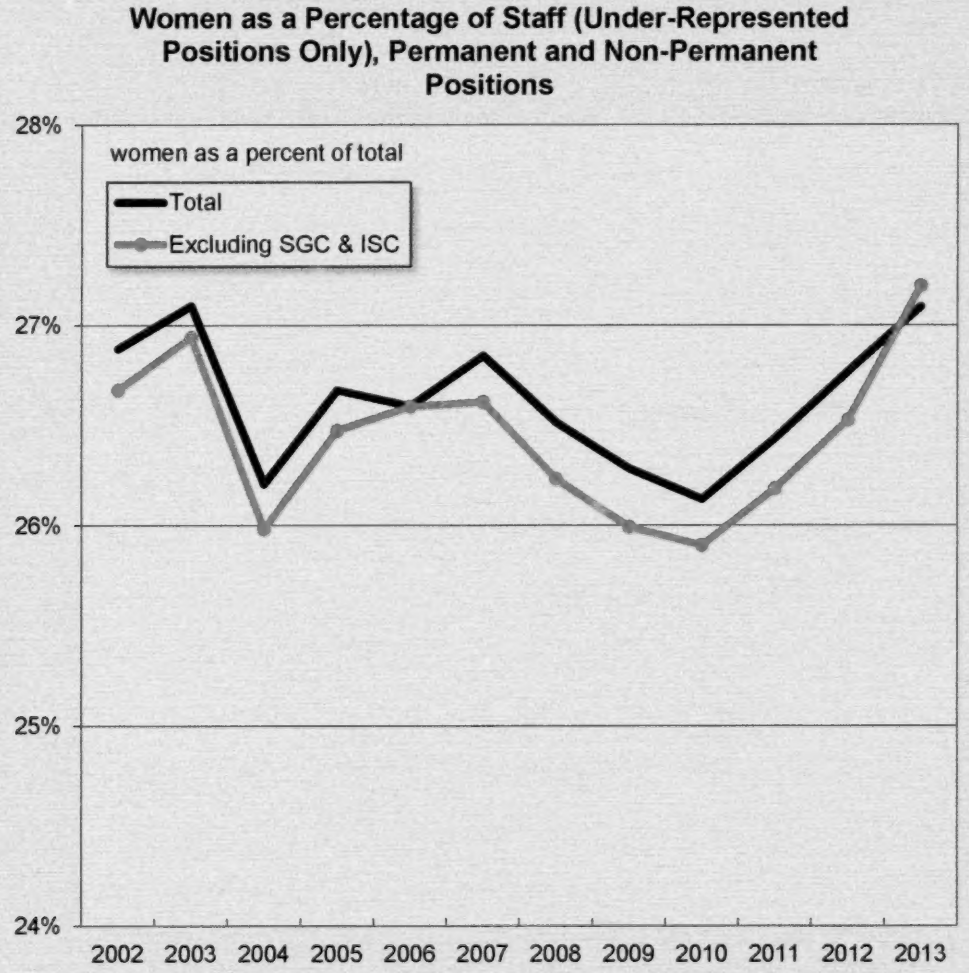
Women in Under-Represented Positions, by Crown Corporation



- In absolute terms, the largest number of women working in under-represented positions are employed at SaskTel. The largest proportions are working at SaskTel, SGC, and SGI.
- Many crowns, including STC, SaskPower, and SaskEnergy, are making steady progress in increasing the number of women who work in under-represented positions but the proportions are still very low.
- There was a significant decline from 2010 to 2013 at CIC.

*** insufficient occupational detail provided for CIC in 2004*

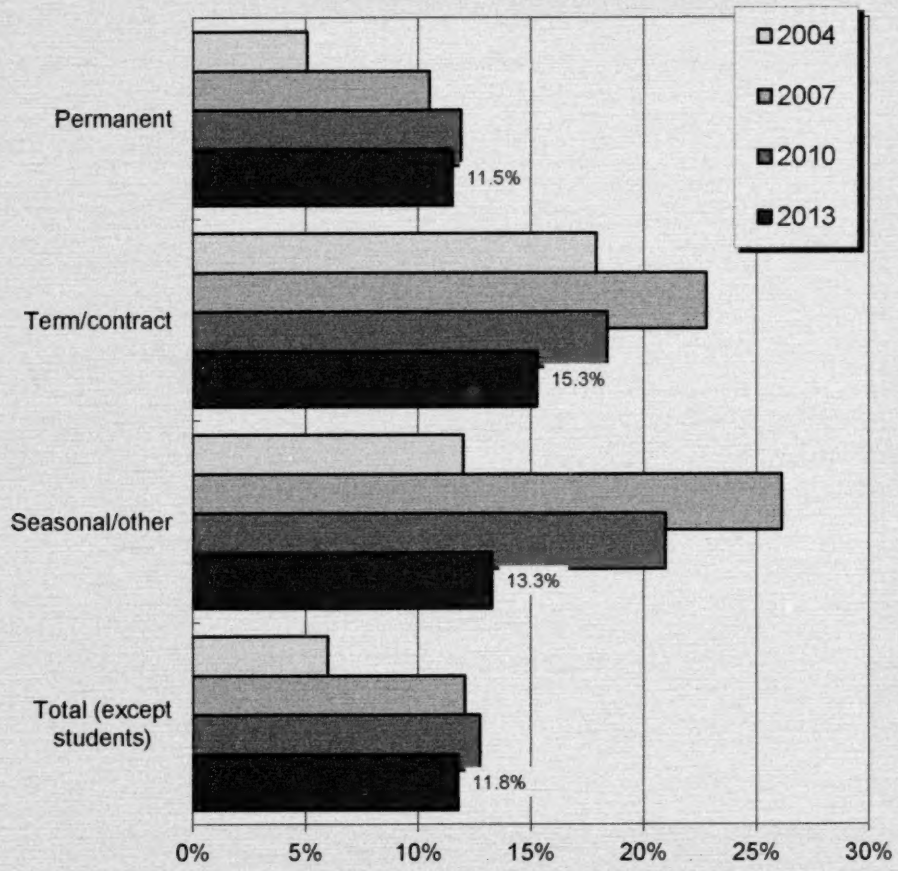
Trends over Time, Women in Under-Represented Positions



- The proportion of crown positions in which a) women are under-represented and b) which are held by women has fluctuated between 26% and 27% for the past ten years.
- The inclusion or exclusion of SGC and ISC in the statistics has little effect on this indicator.

Aboriginal Identity

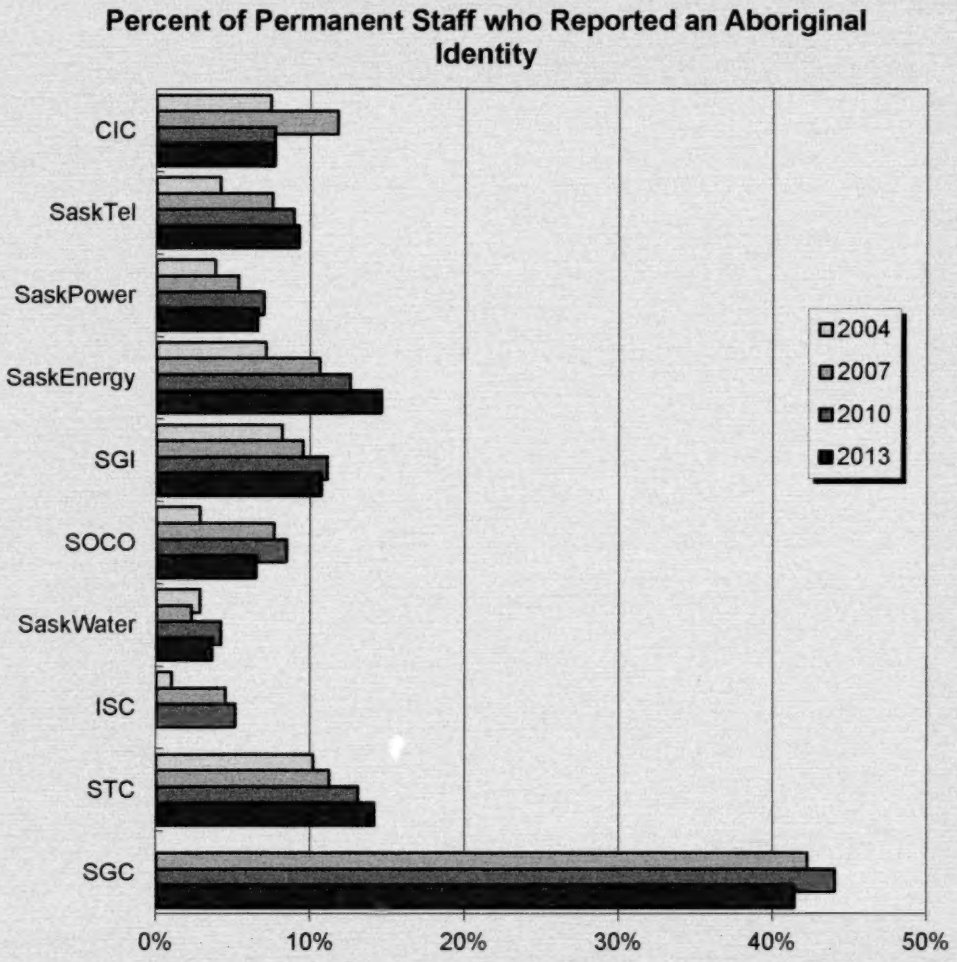
Percent of Staff who Reported an Aboriginal Identity



Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

- In absolute terms, and including SGC, there are now approximately 1,380 permanent and non-permanent Aboriginal employees (excluding students) in the crowns, a dramatic increase from the 570 employees in 2004.
- Aboriginal employees are more common in non-permanent positions than in permanent ones.
- Among students, those reporting an Aboriginal identity make up 13% of the total.

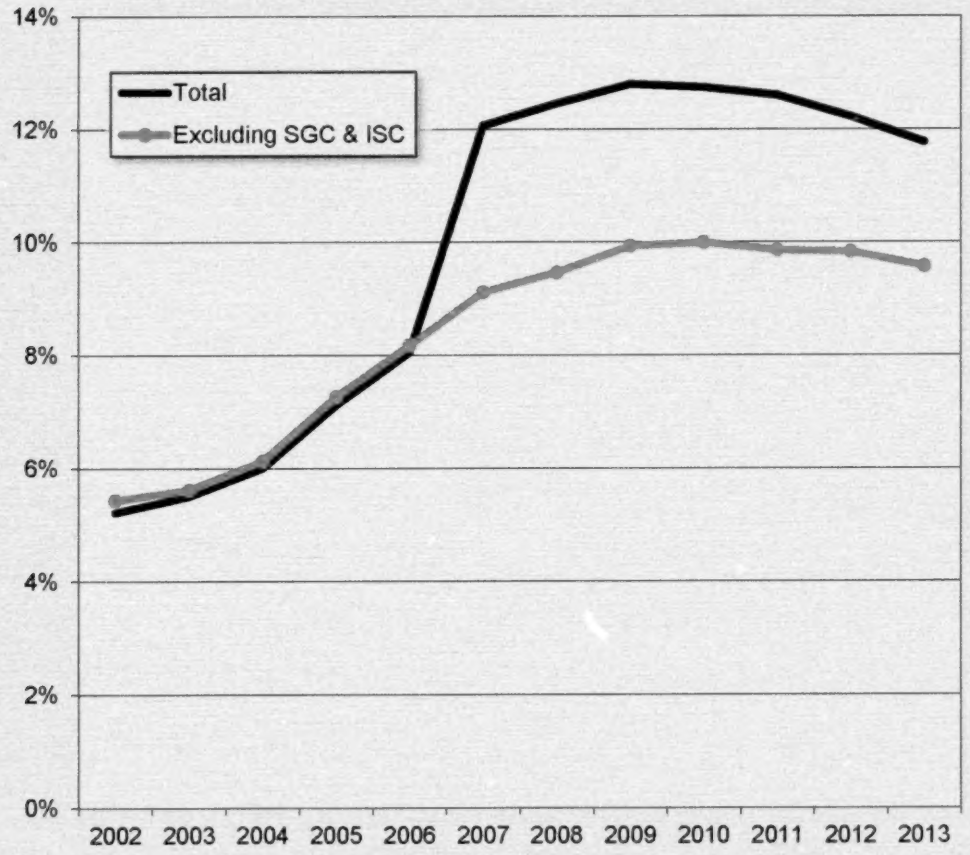
Aboriginal Identity by Crown Corporation



- All of the crowns except CIC and SaskWater show an increase over time in the proportion of staff who are Aboriginal.
- The most consistent increases over time have been in SaskTel, STC, and SaskEnergy.

Trends in Aboriginal Identity – the Effect of SGC and ISC

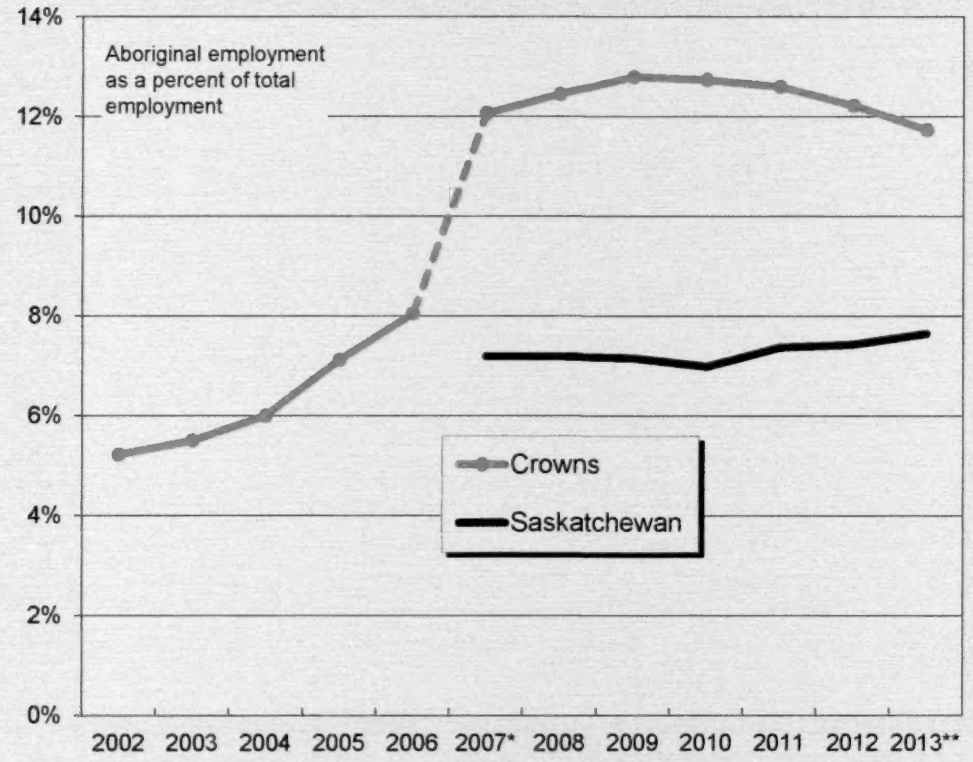
Percent of Permanent and non-Permanent Staff who Report an Aboriginal Identity



- Excluding SGC and ISC, the proportion of permanent and non-permanent staff who self-identify as Aboriginal has increased from 5.4% in 2002 to 10.0% in 2010 before falling back to 9.6% in 2013.
- Including SGC in 2007, changes the proportion to 12%.
- The Saskatchewan Human Rights Commission has a target of 13.1% for Aboriginal employees. The crown sector is at 11.8%.

Comparison with Saskatchewan

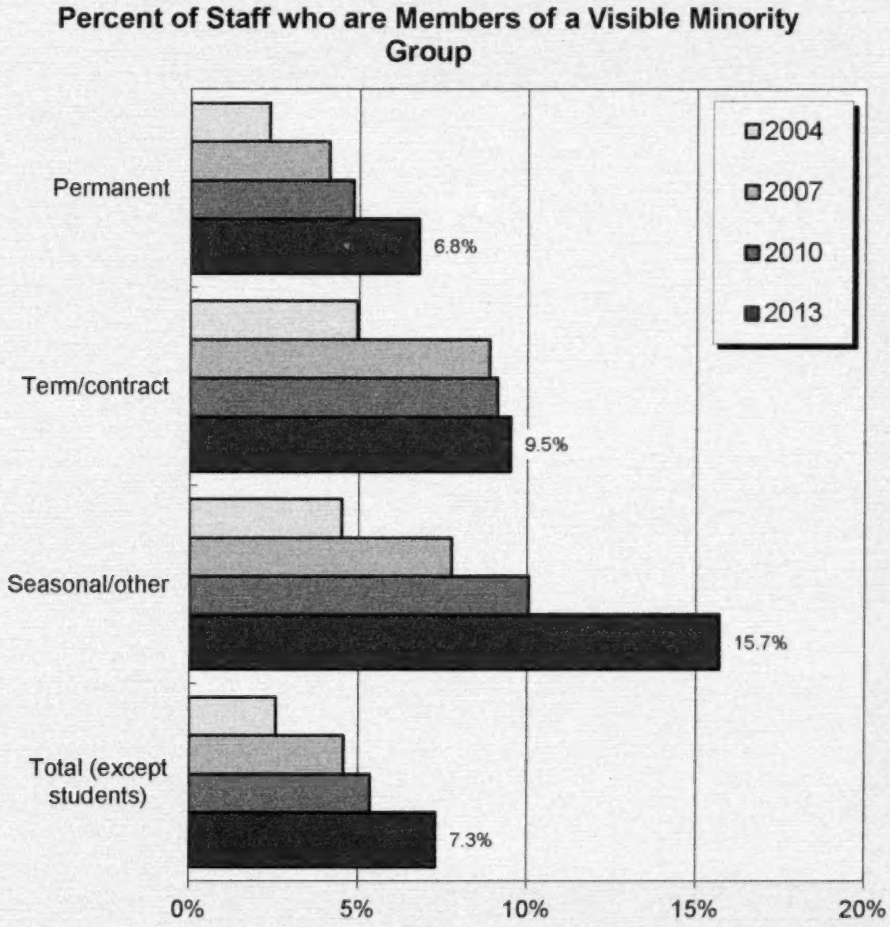
Employment by Aboriginal Identity
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** excludes ISC

- Excluding the population living on Reserve (where the Labour Force Survey is not conducted), Aboriginal people make up just under 8% of the employed persons in Saskatchewan.
- This compares with 11.8% of the permanent and non-permanent crown staff in 2013.

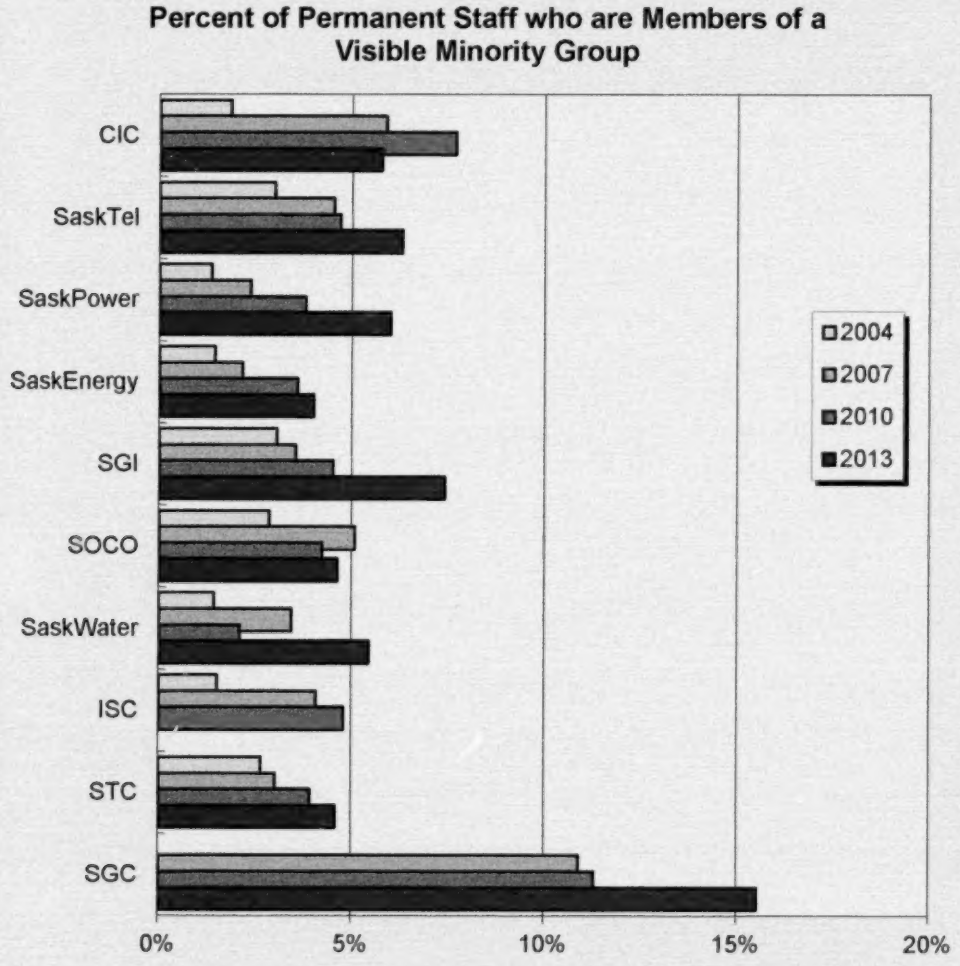
Membership in a Visible Minority Group



Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

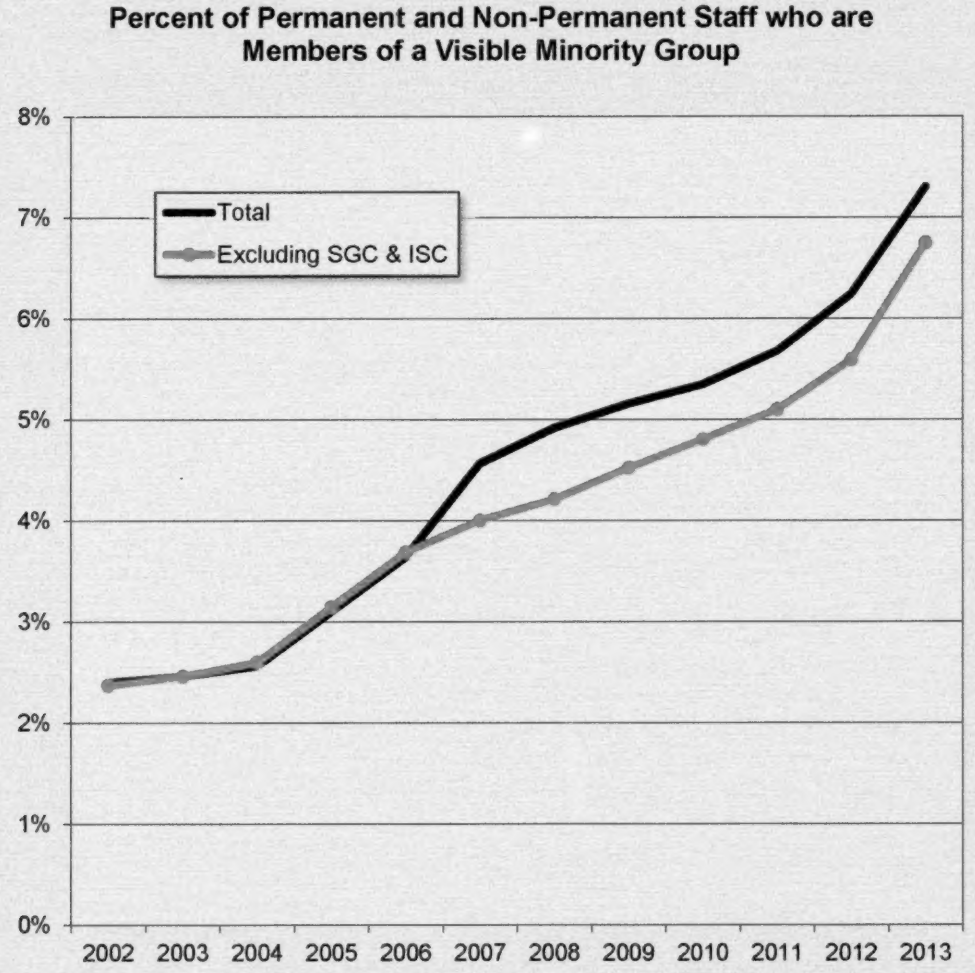
- As with Aboriginal employees in the crowns, those who are members of a visible minority group are much more common among non-permanent staff and among students than among permanent staff.
- The proportion of permanent staff who are members of a visible minority group has increased from 2.3% in 2004 to 6.8% in 2013.
- The proportion increases to 7.3% if non-permanent staff are included.
- The proportion of 2013 students who were members of a visible minority group was 13%.

Visible Minority Membership by Crown



- The upward trend among members of a visible minority group is largely a consequence of increases in the larger crowns – SaskPower, SGI, and SaskTel, for example.
- The Saskatchewan Human Rights Commission's target is 3.8% for employees who are members of a visible minority group; 6.6% in the cities of Saskatoon and Regina.
- CIC reported a decline from 2010 to 2013, but the other crowns show increases over the years.

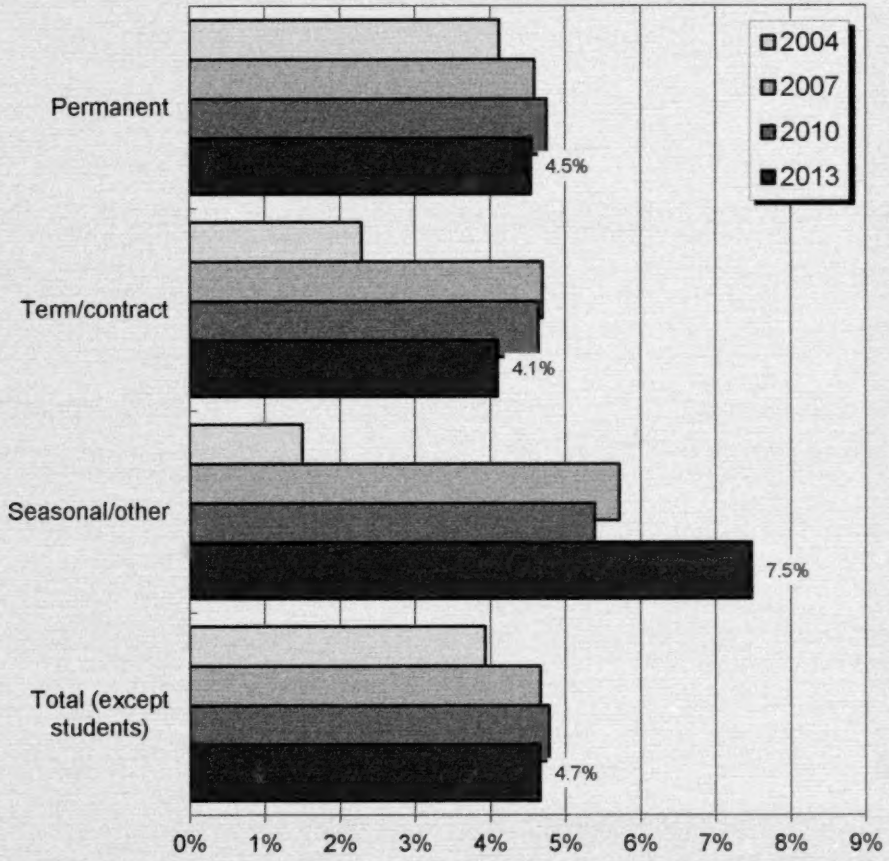
Trends in the Number of Staff who are Visible Minority Group Members



- Whether or not SGC and ISC are included or excluded, there is a clear upward trend in the proportion of permanent and non-permanent staff who self-identify as members of a visible minority group.

Persons Reporting a Disability

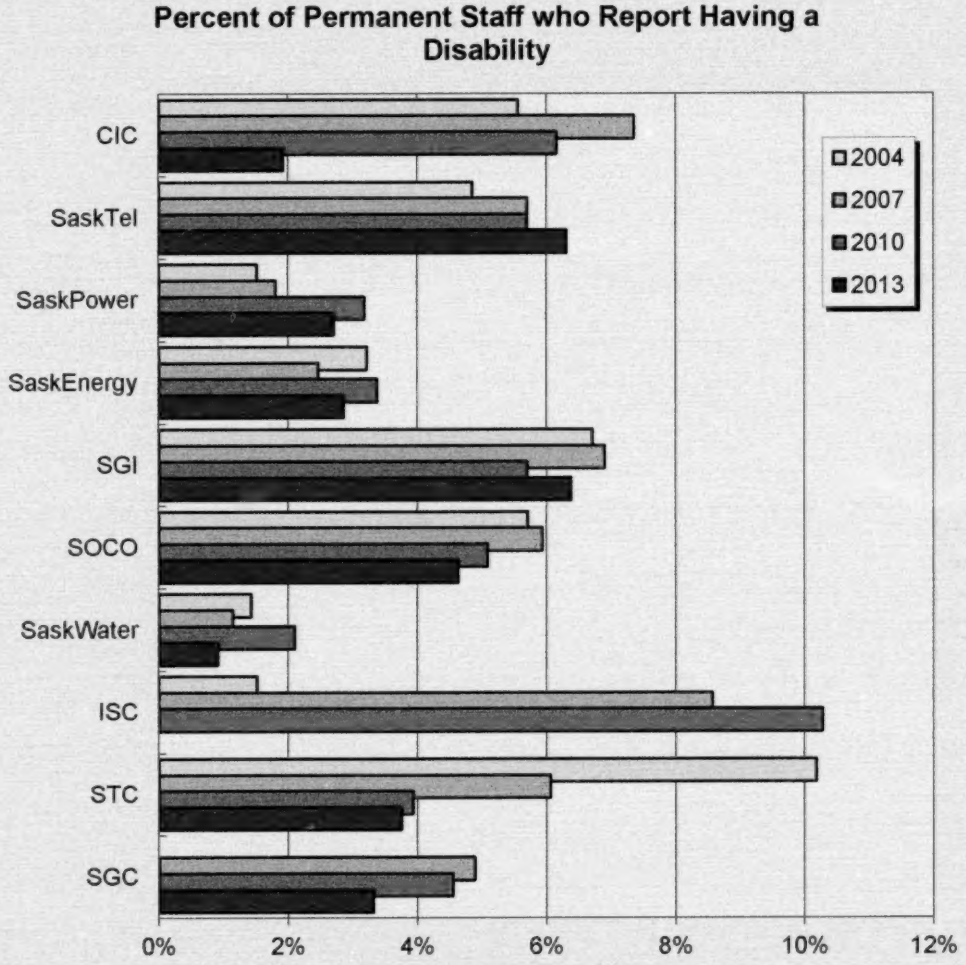
Percent of Staff who Report Having a Disability



Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

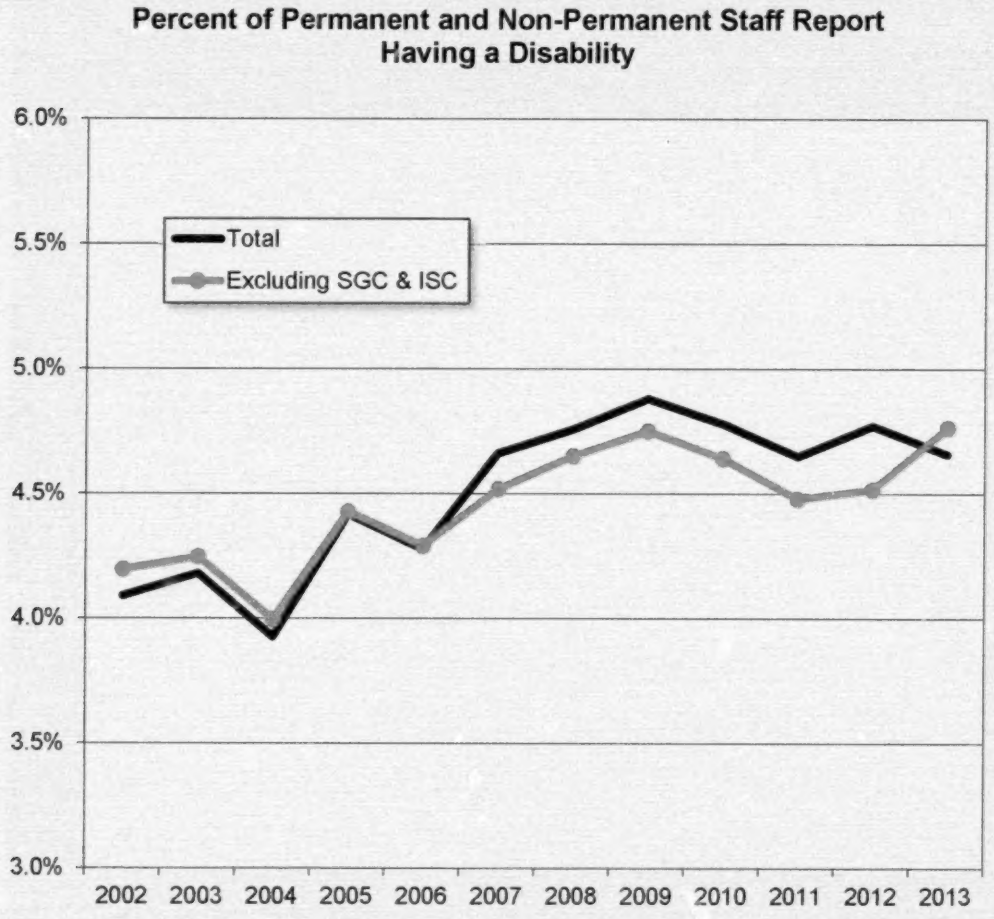
- The proportion of permanent and non-permanent staff who report a disability has grown only slightly, increasing from 3.9% in 2004 to 4.7% in 2013.
- The proportion of 2013 students who reported a disability was 1.8%.

Persons Reporting a Disability by Crown



- Those who report a disability are less common at SaskPower, SaskWater, and SaskEnergy.
- The proportion at SaskTel, on the other hand, is relatively high and increasing.
- The Saskatchewan Human Rights Commission has a target of 9.7% for employees who report a disability.

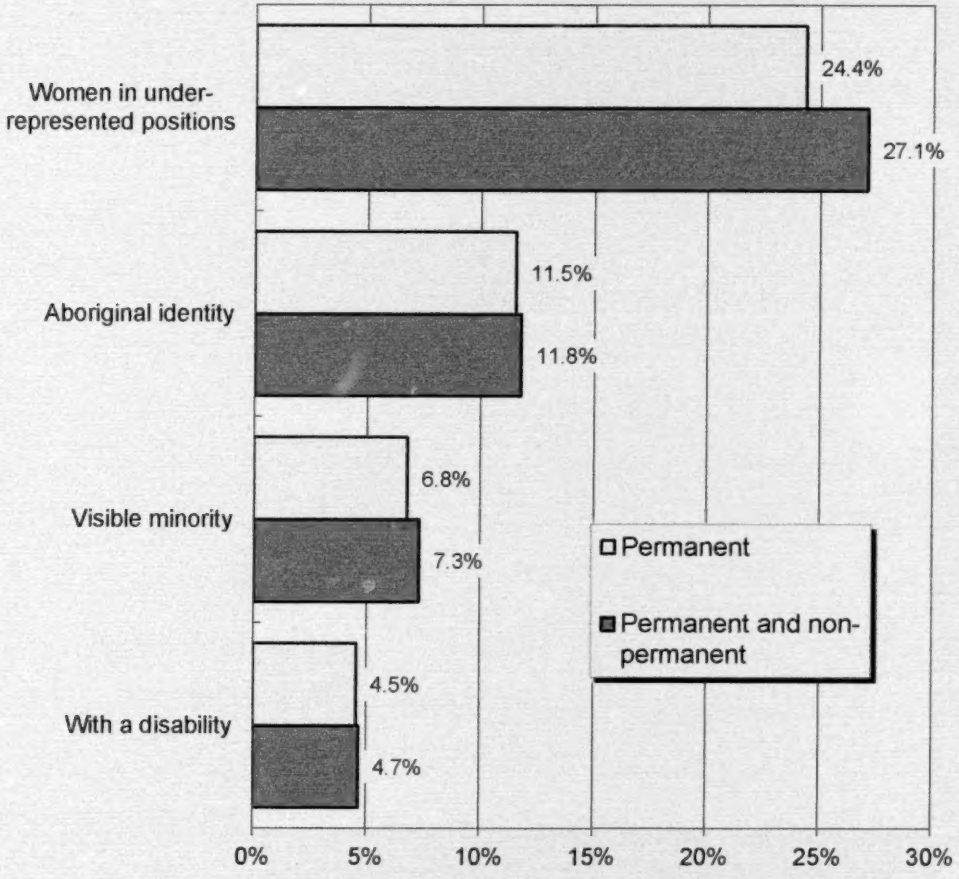
Trends in the Proportion of Crown Staff Reporting a Disability



- The gradual but slow upward trend in the proportion of permanent and non-permanent crown staff who report a disability is shown in this figure.
- The inclusion or exclusion of SGC and ISC has little effect on this indicator.

Summary of Diversity Measures for 2013

Percent of Staff in Target Groups, 2013

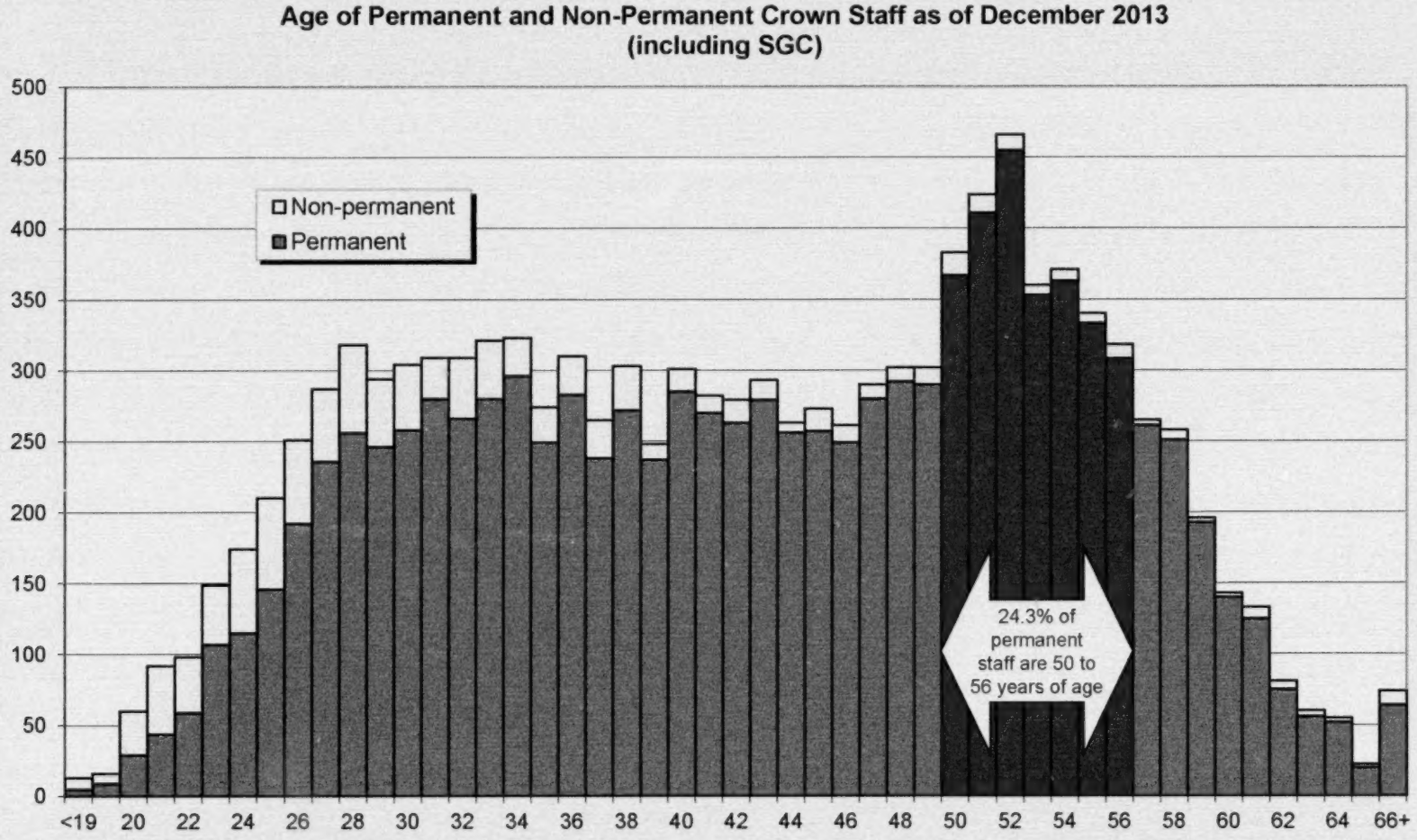


- The proportion of permanent staff in the crowns who are Aboriginal was 11.5% at the end of 2013.
- At the same point in time, 6.8% and 4.5% were, respectively, members of a visible minority group or reported having a disability.
- Women represent approximately one in four employees in under-represented positions.
- In each of the designated groups, the proportions are higher among non-permanent staff.

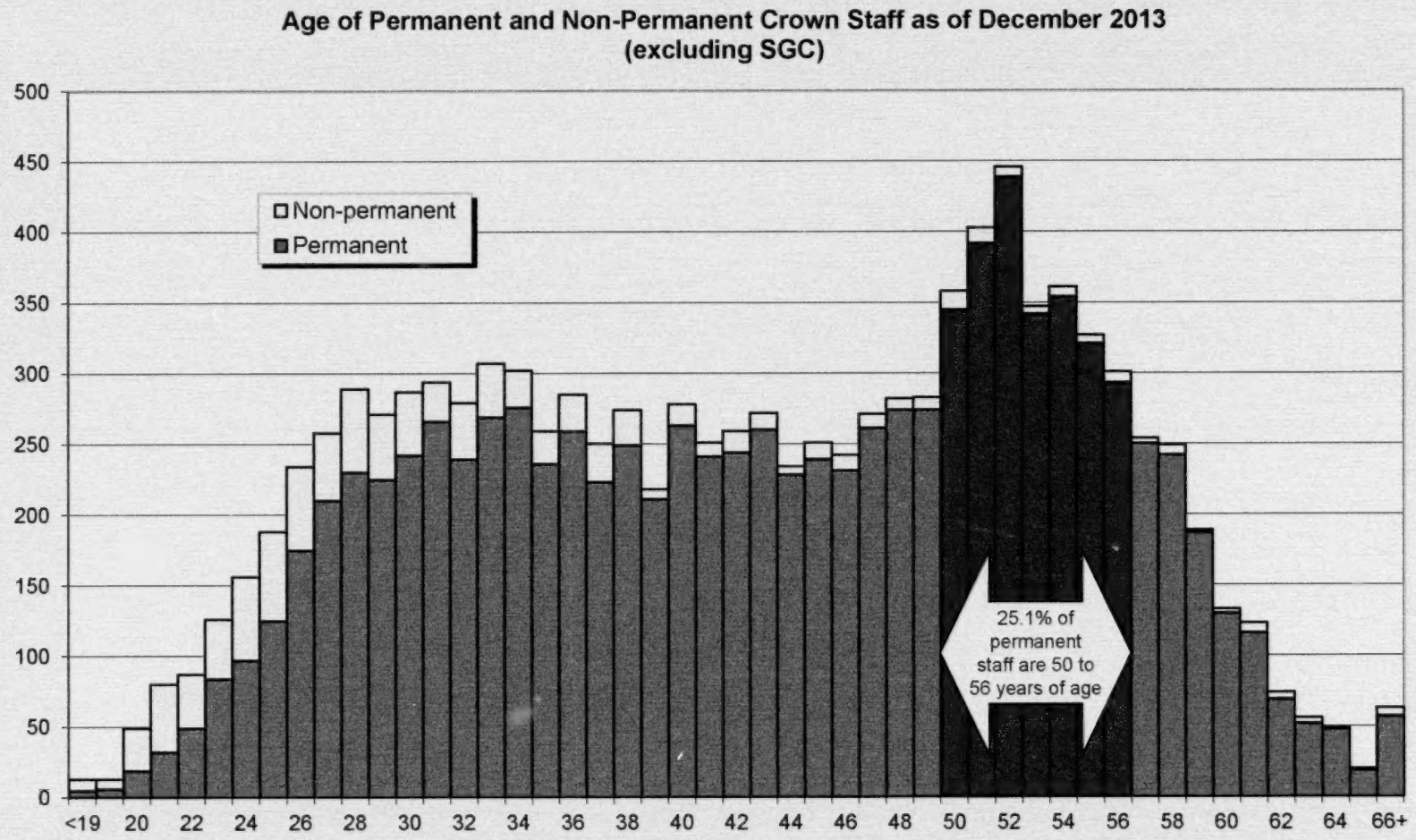
Age, Tenure, and Retirements

In many of these statistics about age, tenure, and retirements, SGC is excluded because a) the Crown has been in existence for only a few years so the staff have abnormally short tenure and b) there are no trends in retirement data.

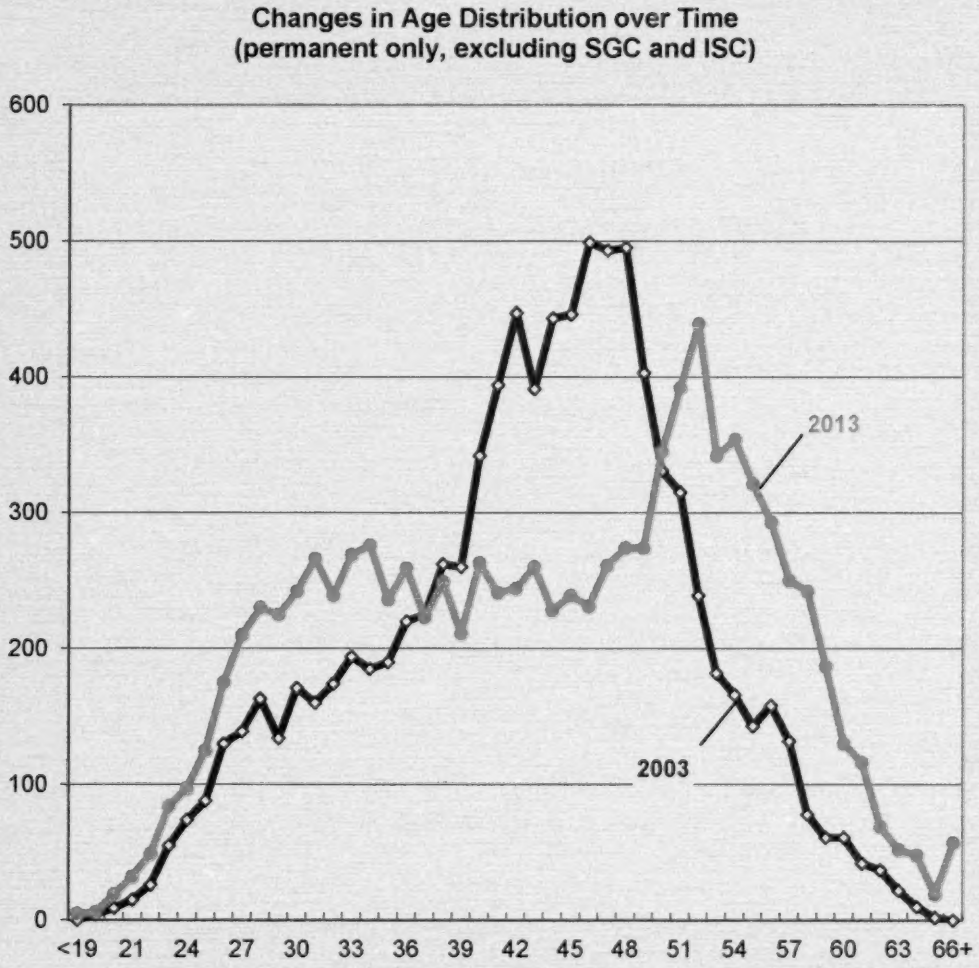
The "Bubble": Crown Employees by Individual Age, 2013



The "Bubble": Crown Employees Excluding SGC, 2013



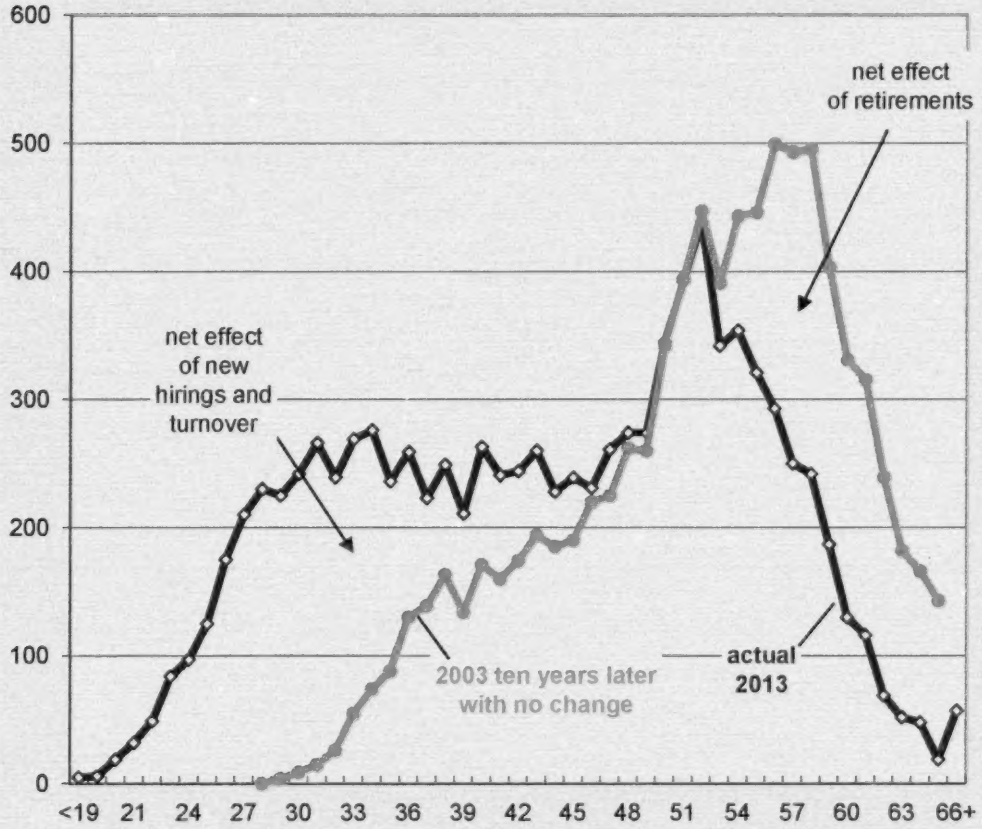
The Bubble Advances



- Over the years from 2003 to 2013, the "bubble" has shifted to the right in the age distribution. The width of the peak has narrowed.
- The general aging of the staff over the years shows as a dramatic decline among those in their forties and a corresponding increase among those in their fifties.
- That trend is accompanied by a steady increase in the proportion of permanent staff 60 or older.
- The number of permanent staff under 35 is also increasing.
- In 2003, the most common age was 46 to 48 years of age. In 2013, it was 52 years of age.

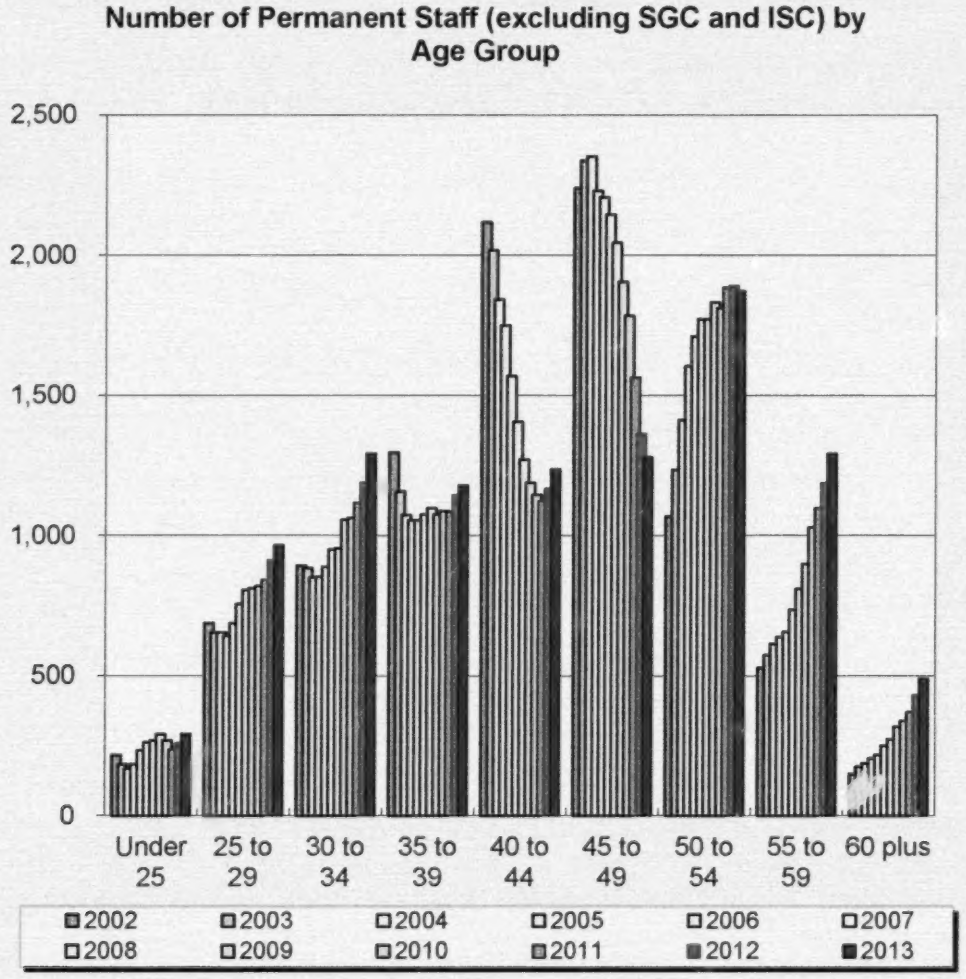
Effect of Crown Sector Human Resource Initiatives

Effect of Retirement and non-Retirement Turnover, "Managing the Bubble" Initiatives, and New Hirings on the Ages for Permanent Crown Employees (excluding ISC and SGC)



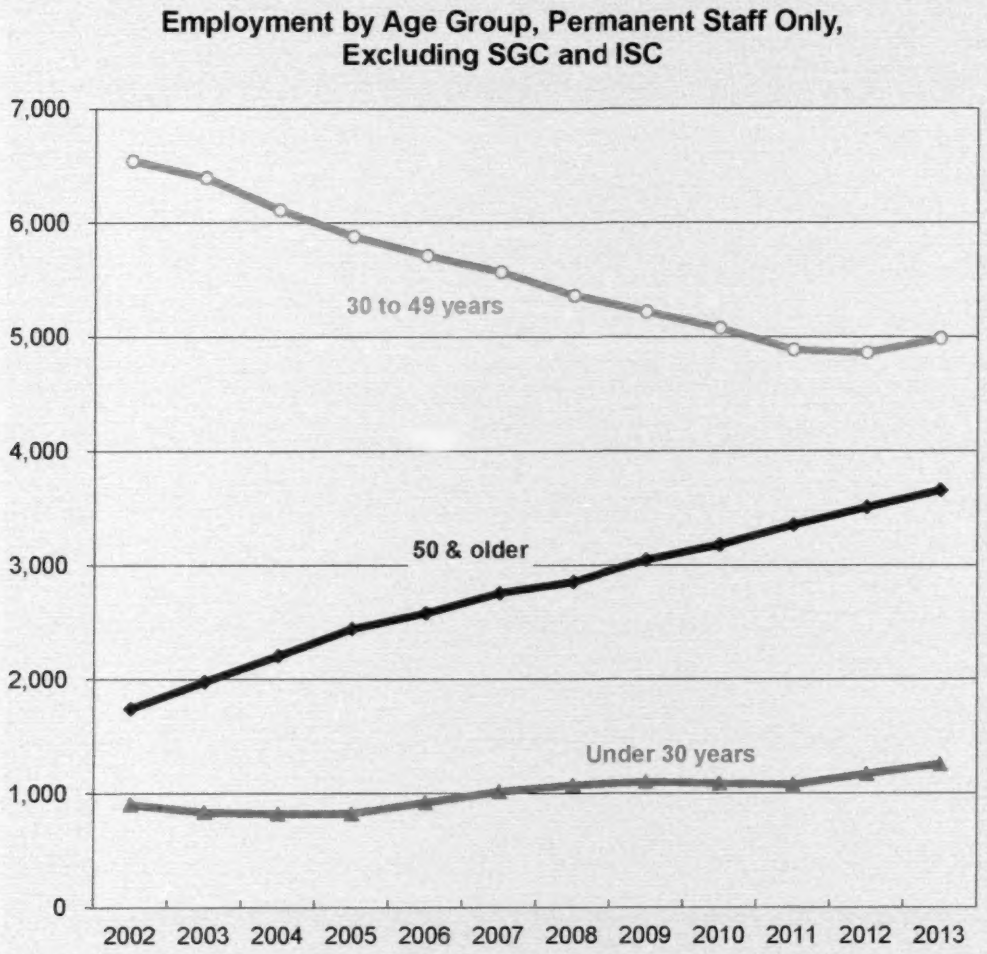
- This chart shows the effect of changes in the age of permanent staff from 2003 to 2013 with the effect of natural aging removed.
- The differences between the lines at older age groups will largely be the result of retirements (including early retirements).
- In younger age groups, the differences are largely from hiring younger staff, net of the relatively high turnover in this age group.
- The net effect of the changes over the period has been to "dampen" the peak which, without interventions, would have led to a very large number of staff in their fifties. Instead, the peak of the "bubble" is at age 52, only a few years older than in 2003.

Potential Retirements



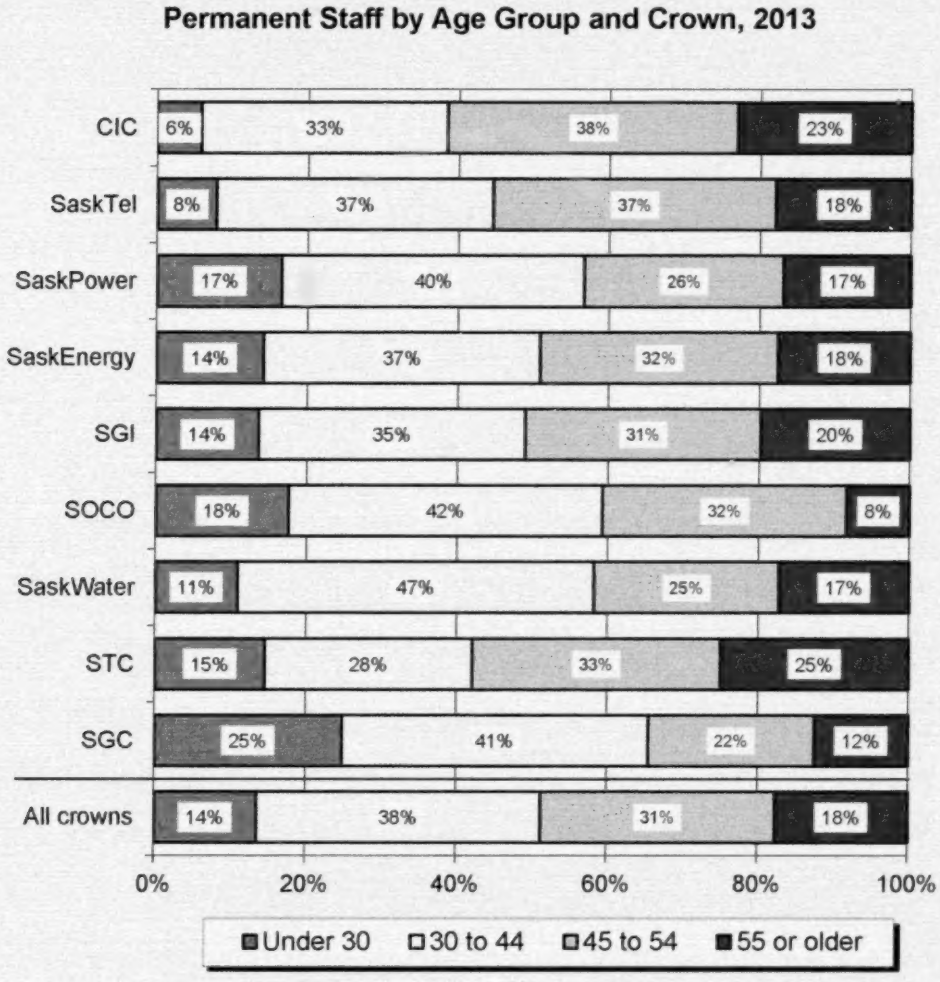
- In 2013, the average retirement age among permanent crown employees was 58 years.
- The figure shows an increasing number of permanent crown employees who are 55 & older and therefore potential retirees. (491 of these were 60 or older in December 2013.)
- The number of younger crown employees (under 35 years of age) is also increasing.
- The most rapid decline is among those in their forties. The number of employees in this age group has fallen from 4,353 in 2003 to 2,515 in 2013.

Changes in the Age of Crown Employees



- This is another view of the same trend, showing that the number of staff in the 30 to 49 age group declined steadily from 2003 to 2012 before starting to increase in 2013.
- Over the same period, the number 50 & older has grown steadily.

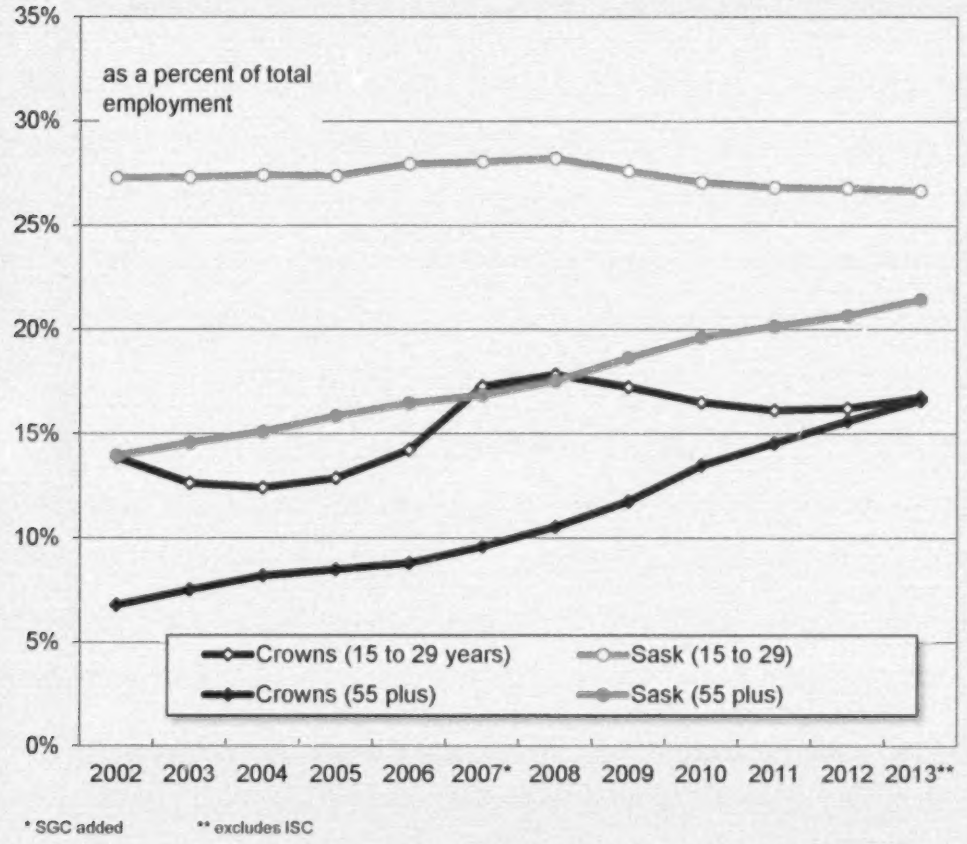
Age by Crown Corporation, 2013 (Permanent Staff Only)



- The proportion of permanent staff who are 55 or older is highest at STC and CIC.
- The proportion of staff who are under 30 years of age is highest at SGC and lowest at CIC.
- At least part of the reason for the relatively small number of young people at SaskTel and CIC will be the lack of growth in those crowns in recent years.
- Those in the pre-retirement age group (45 to 54) are most common at SaskTel and CIC and least common at SGC, SaskPower, and SaskWater.

Comparison with Saskatchewan

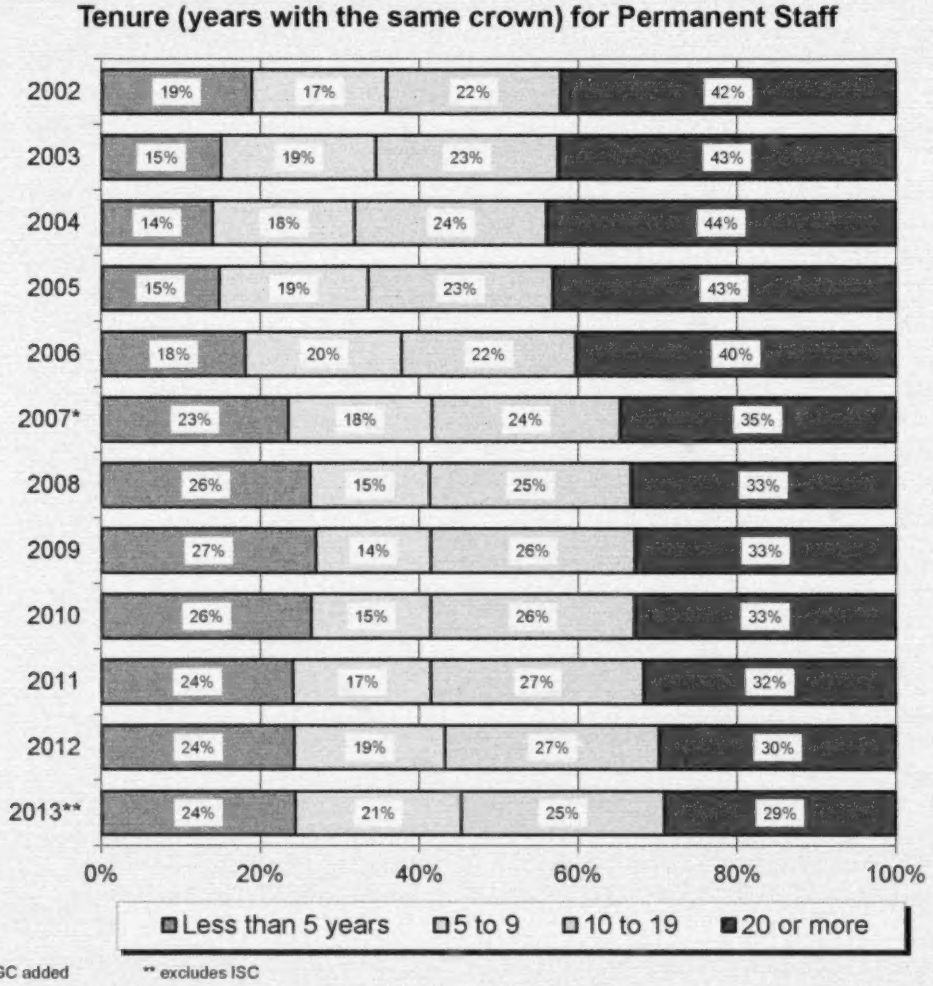
Employment by Age Group
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages)



* SGC added ** excludes ISC

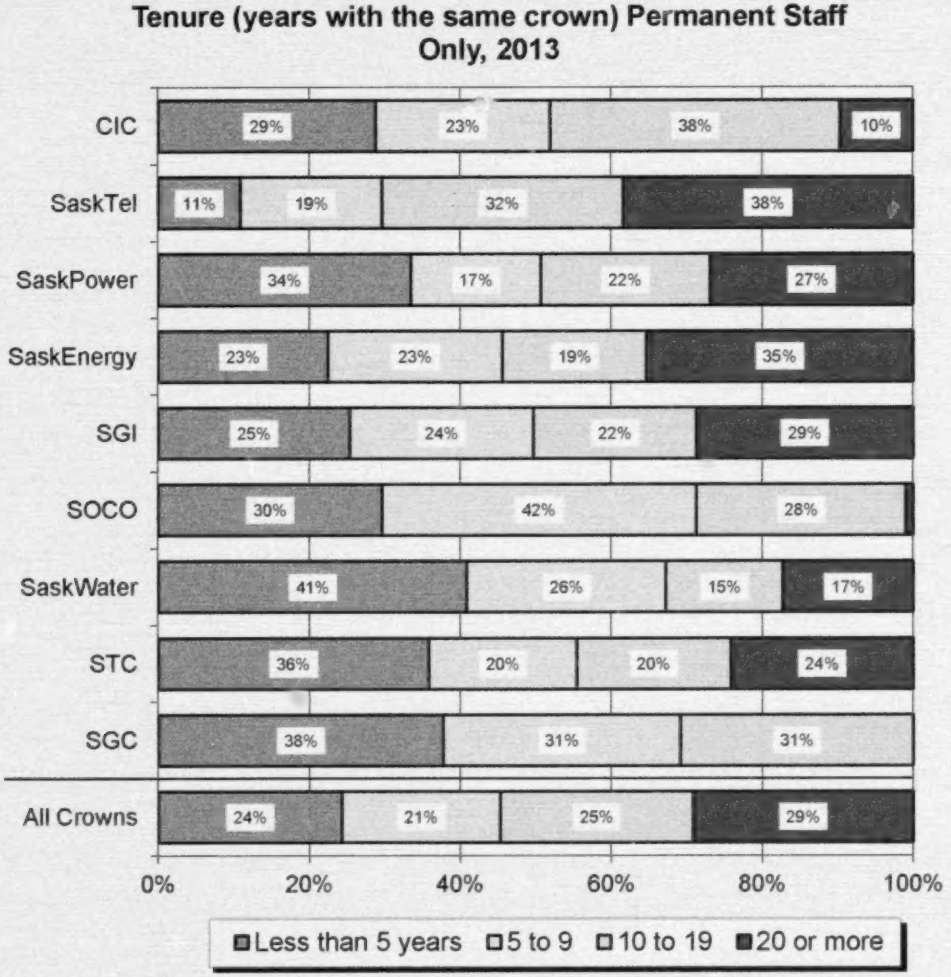
- Compared with persons employed in Saskatchewan, the crowns have fewer staff in the 55 and older age group – 17% compared with 21% – but there is a similar upward trend as in the province as a whole.
- The crowns employ far fewer young people – 17% compared with 27% in the province as a whole. Note that the provincial figures for this age group will include a large number of students working part-time.

Tenure (years with the same crown)



- Average tenure among permanent staff is gradually stabilizing after declining in the early 2000s.
- The average tenure in 2013 was 14.0 years compared with 14.1 years in 2008.

Tenure by Crown, 2013

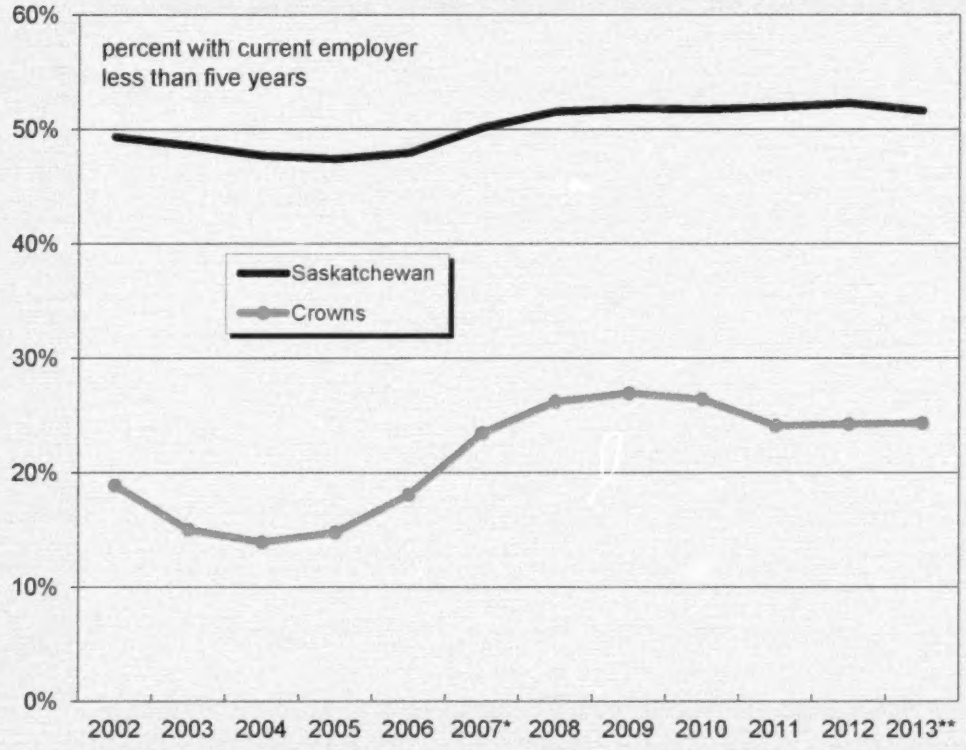


- The crowns with the highest proportions of new employees (less than 5 years tenure) are:
  - SaskWater (41%);
  - SGC (38%); and
  - STC (36%).

- At the other end of the scale, the crowns with the most number of employees with twenty or more years of tenure are:
  - SaskTel (38%); and
  - SaskEnergy (35%).

Tenure Comparison with Saskatchewan

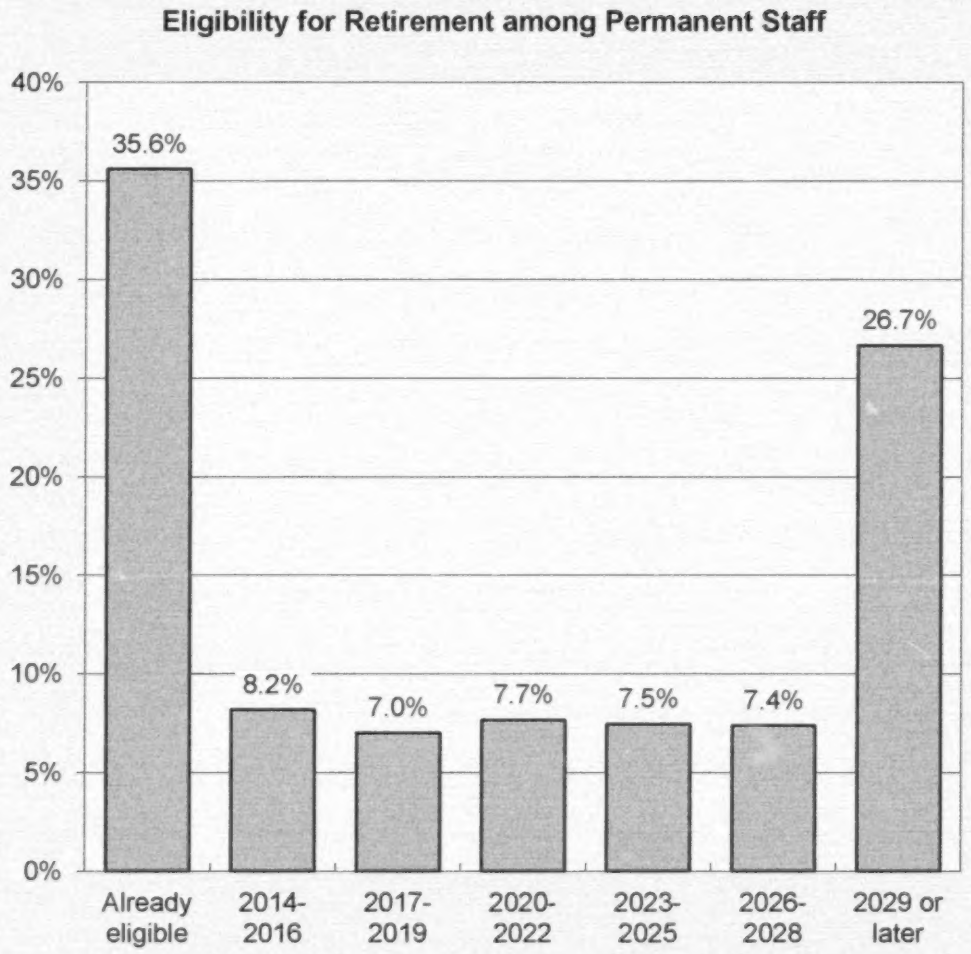
Employment by Tenure
Crown Corporations (permanent and non-permanent as of Dec)
Relative to Saskatchewan (off Reserve only, annual averages)



* SGC added ** excludes ISC

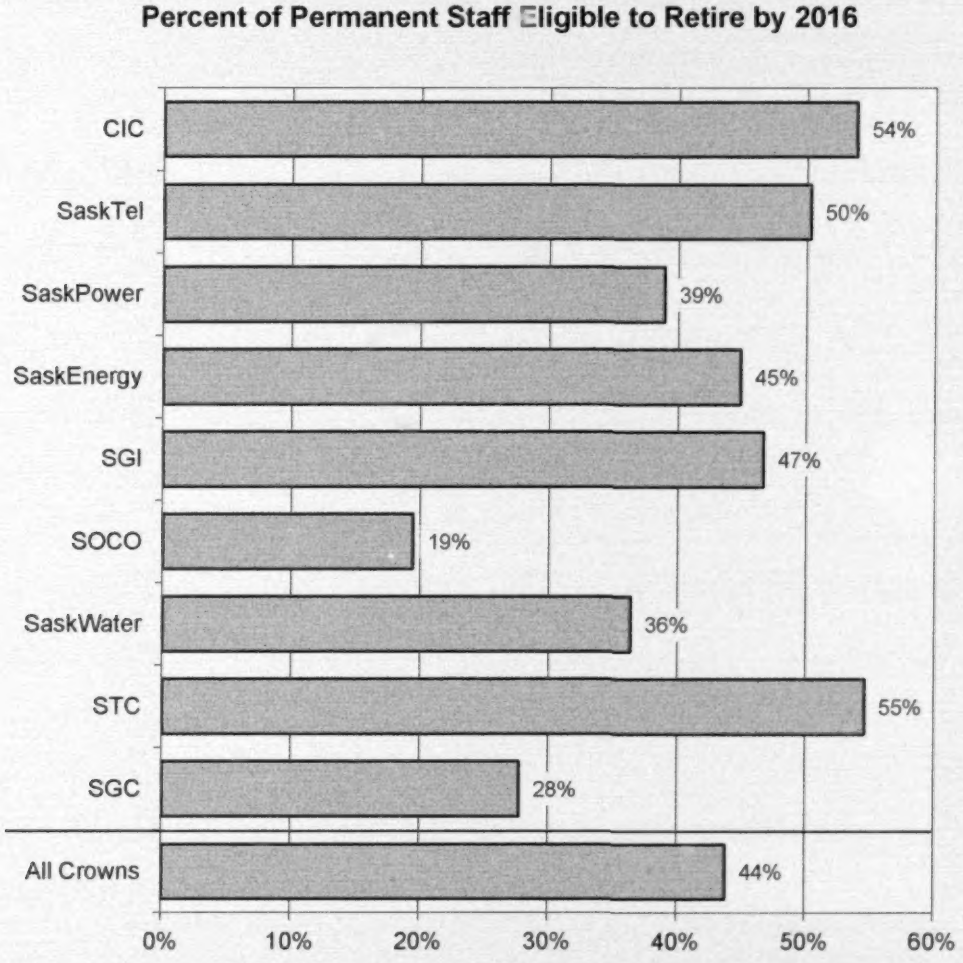
- The percentage of persons who have been with their current employer for less than five years is over 50% in Saskatchewan.
- This compares with 24% in the crowns.

Eligibility for Retirement



- Retirement eligibility is defined as the earliest year in which the permanent staff member can retire without penalty.
- Most staff will work well beyond this date because in most cases this is just the year they turn fifty. Eligibility for retirement is still thought to affect the employee's attachment to the corporation.
- As of 2013, more than one half of the permanent staff could retire by 2019.

Retirement Eligibility by Crown



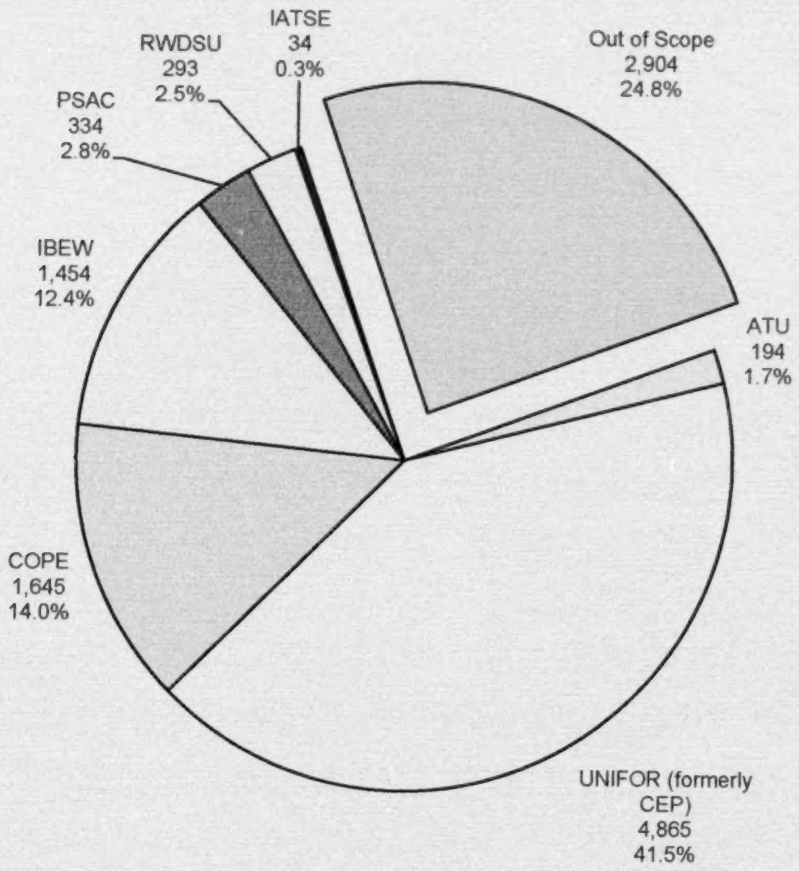
- The proportion of staff who are already eligible or soon will be eligible to retire is noticeably lower at SOCO and SGC.
- All of the other crowns are equally at risk of a large number of staff choosing to retire in the short term.

Characteristics of Positions

- Scope
- Salary
- Location
- Occupation and Skill Level

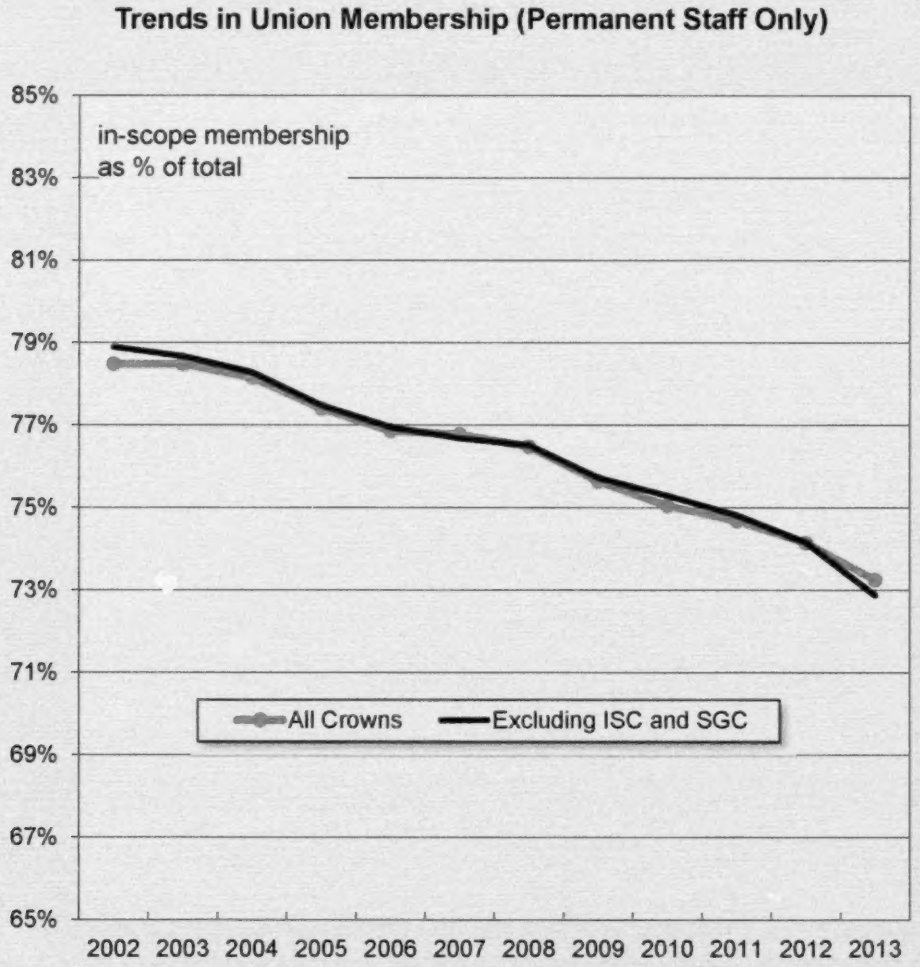
Union Membership

Union Membership Among Permanent and Non-Permanent Employees, 2013



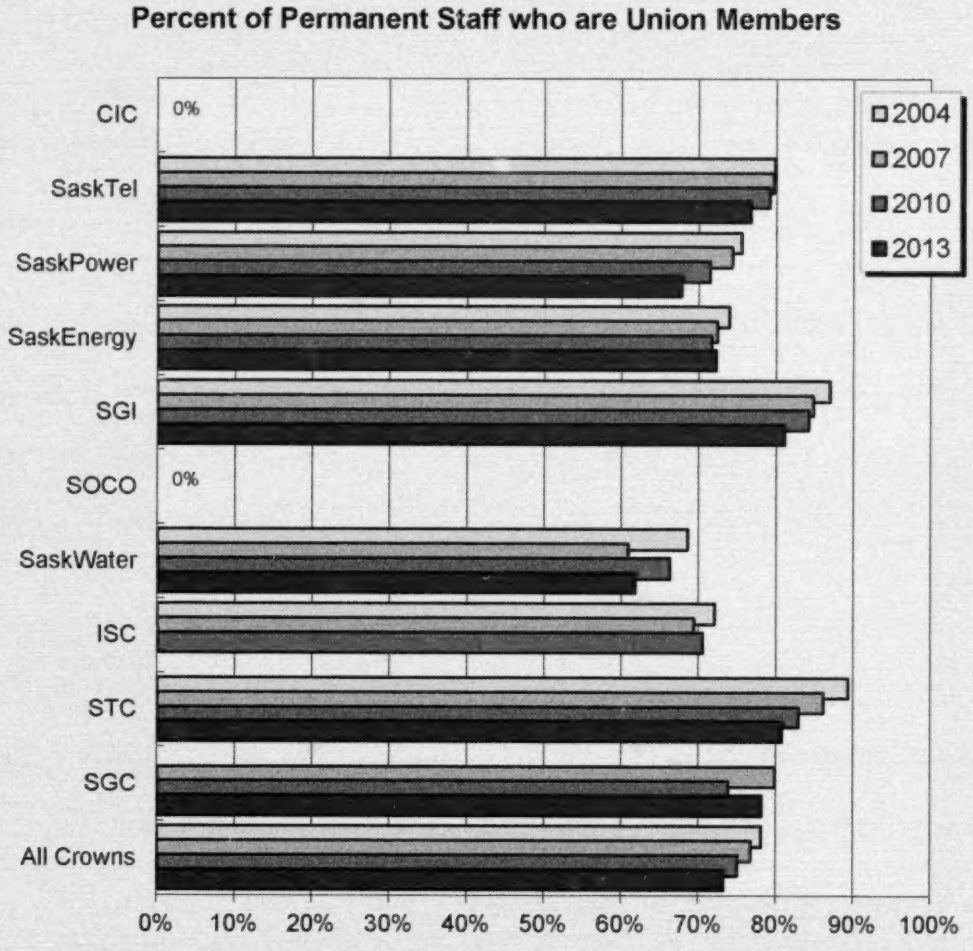
- Although some have very few members, seven different unions are represented among staff in the commercial crowns.
- UNIFOR represents the largest proportion of staff; 41.5% of the permanent and non-permanent crown staff are UNIFOR members.

Trends in Union Membership



- The proportion of crown staff who are in scope has declined slightly over the years. (Note that the vertical scale is collapsed in the figure.)
- In 2013, union employees represented 73% of permanent staff compared with 76% in 2008 and 78% in 2003.
- Excluding SGC and ISC has little effect on this indicator.

Union Membership by Crown

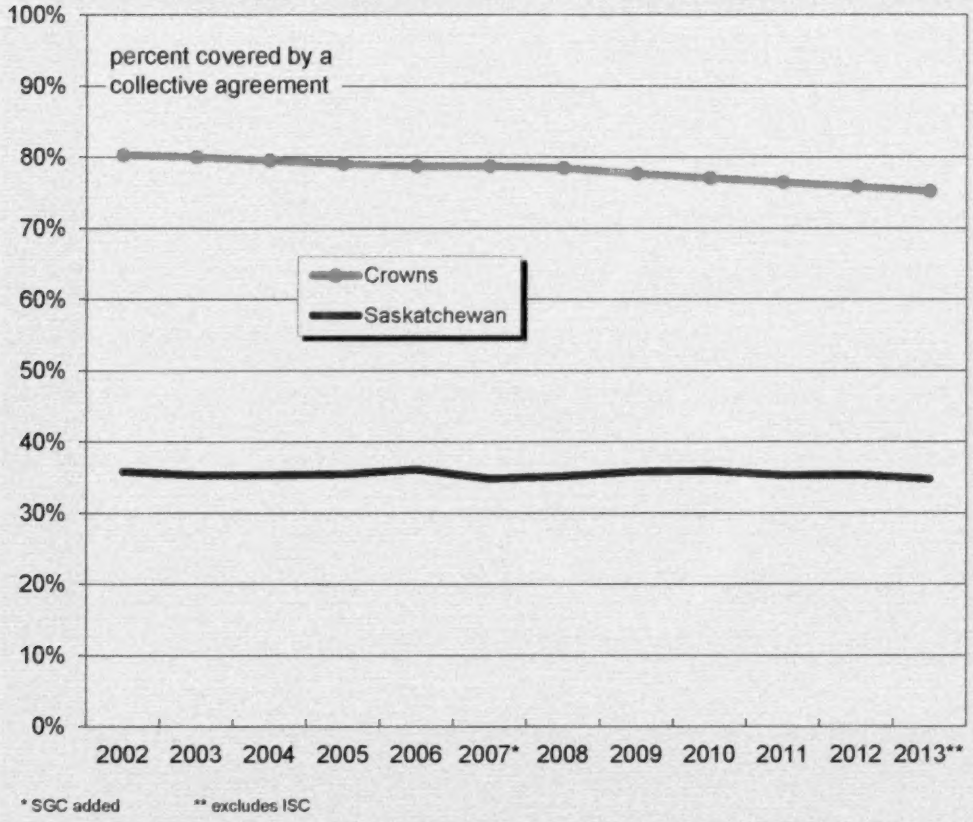


Note: SGC is excluded in the 2004 figures; ISC is excluded in 2013 but included in previous years.

- Not counting CIC or SOCO, in-scope staff are the least common at SaskWater and SaskPower. They are the most common at STC, SGC, and SGI.
- The gradual downward trend in union membership is evident in most of the crowns.

Comparison with Saskatchewan

Employment by Union Membership
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis Saskatchewan (off Reserve only, annual averages, excluding the self-employed)



* SGC added ** excludes ISC

- In Saskatchewan as a whole, about 35% of paid workers (i.e. excluding the self-employed) are covered by a collective agreement.
- This compares with 75% at the crowns.

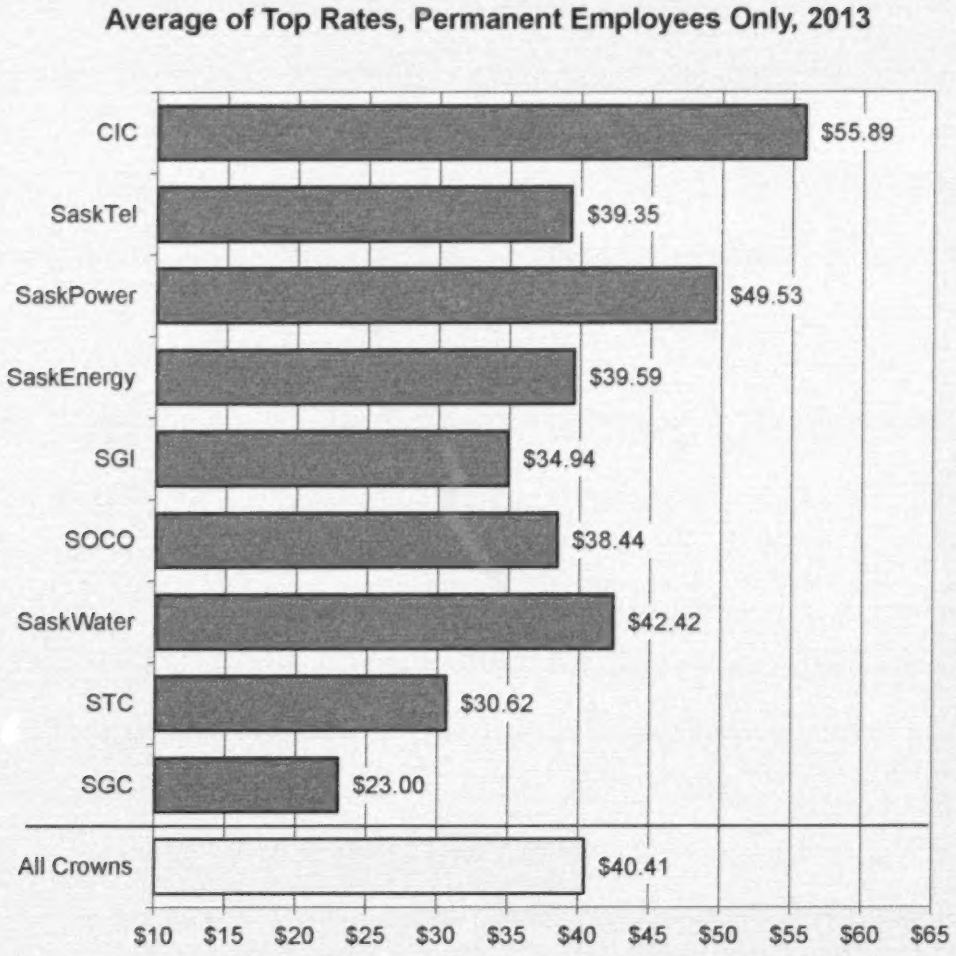
Salary Ranges (adjusted for inflation)

- The database includes the range of salaries and wages paid to crown staff but not the actual wage rate.
- Excluding ISC and SGC and adjusted for inflation by using constant 2013 dollars, the average top rate was $41.74 in 2013 compared with $37.05 in 2008.
- Because of lower average pay rates, the inclusion of SGC has a dampening effect on the average wage rate in the crowns but no apparent effect on the trends over time.

Salary Ranges (constant 2013 dollars, permanent staff only)

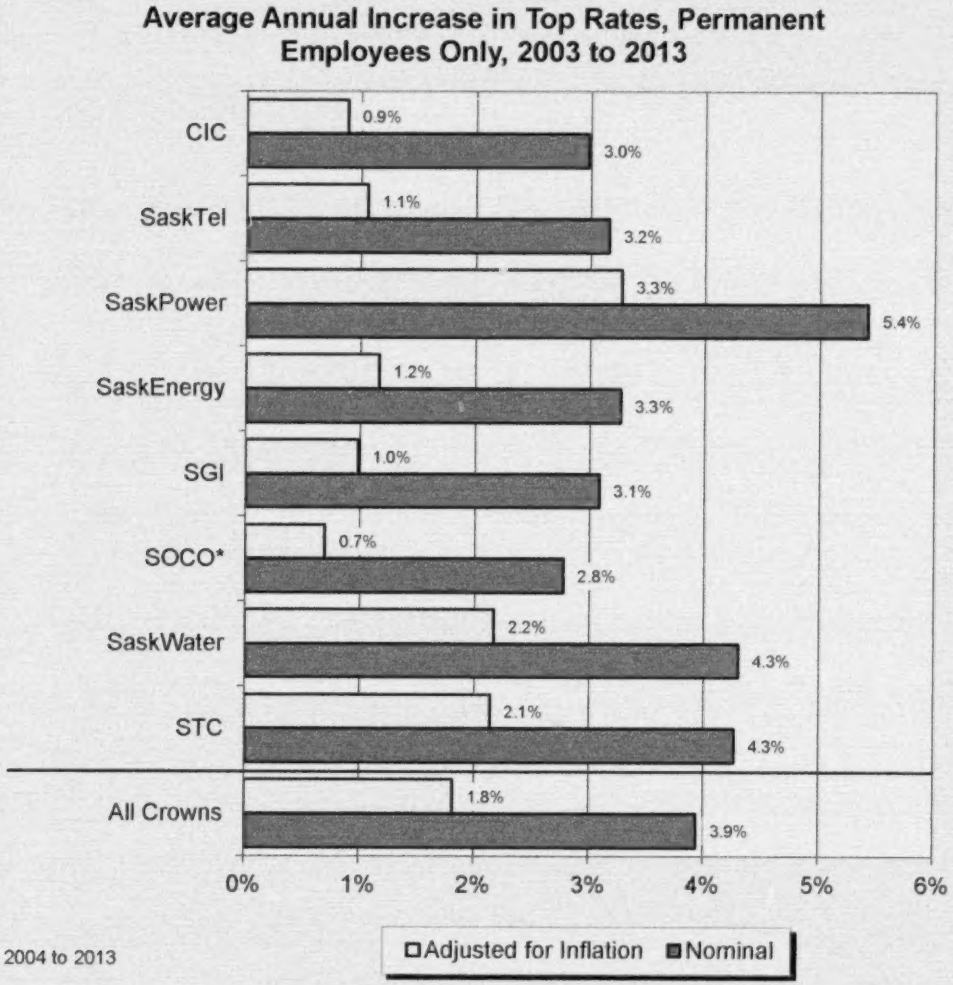
- The increase in the top rate over the past two years is because of a significant increase in the proportion of permanent staff with rates above $40/hour. As a percentage of the total this group has increased from 33% of staff in 2011 to 39% in 2013.
- At the other end of the scale, 23% have a top rate of less than $30.00 (including SGC), down from 26% in 2011.

Salary Ranges by Crown in 2013



- As of 2013, the top rate was highest at CIC and lowest at SGC.

Growth in Salary Ranges by Crown, Permanent Employees Only

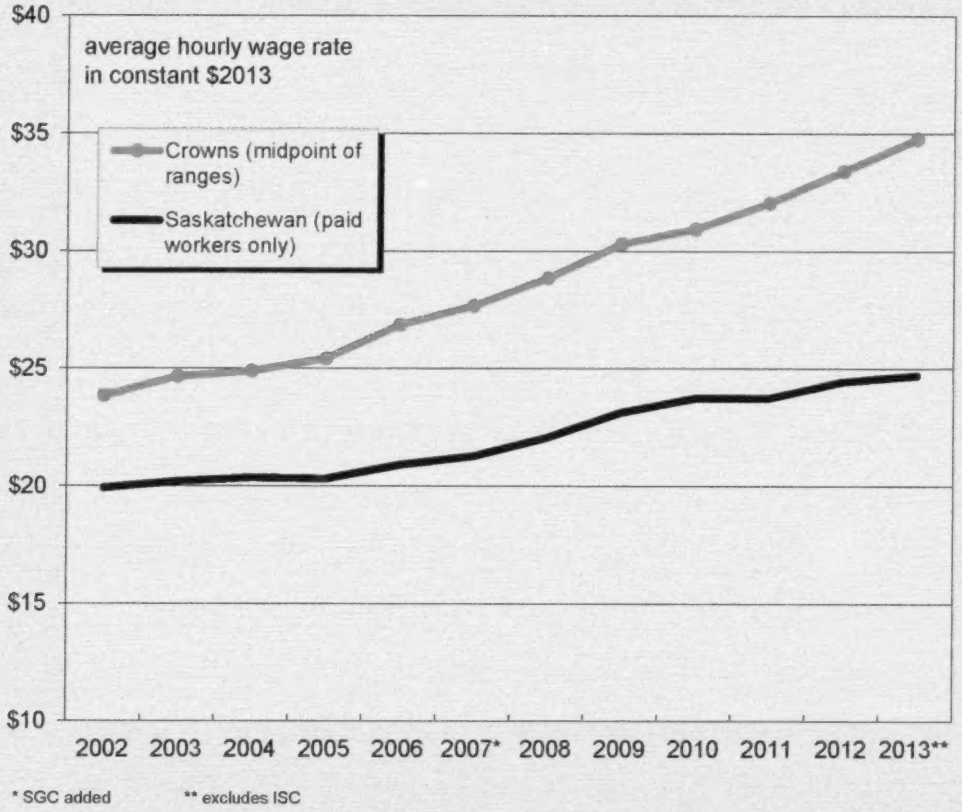


* 2004 to 2013

- In the eleven years from 2003 to 2013, and adjusted for inflation, the increase in the top rate has been above the 1.8% average at:
  - SaskPower (3.3%);
  - SaskWater (2.2%); and
  - STC (2.1%).
- The increases have been lower at:
  - SOCO (0.7%);
  - CIC (0.9%); and
  - SaskTel (1.0%).
- Note that increases in the average wage rate can occur if:
  - there is a general wage rate increase;
  - if the number of low-paying positions is reduced; or
  - if the number of high-paying positions increases.

Comparison with Saskatchewan

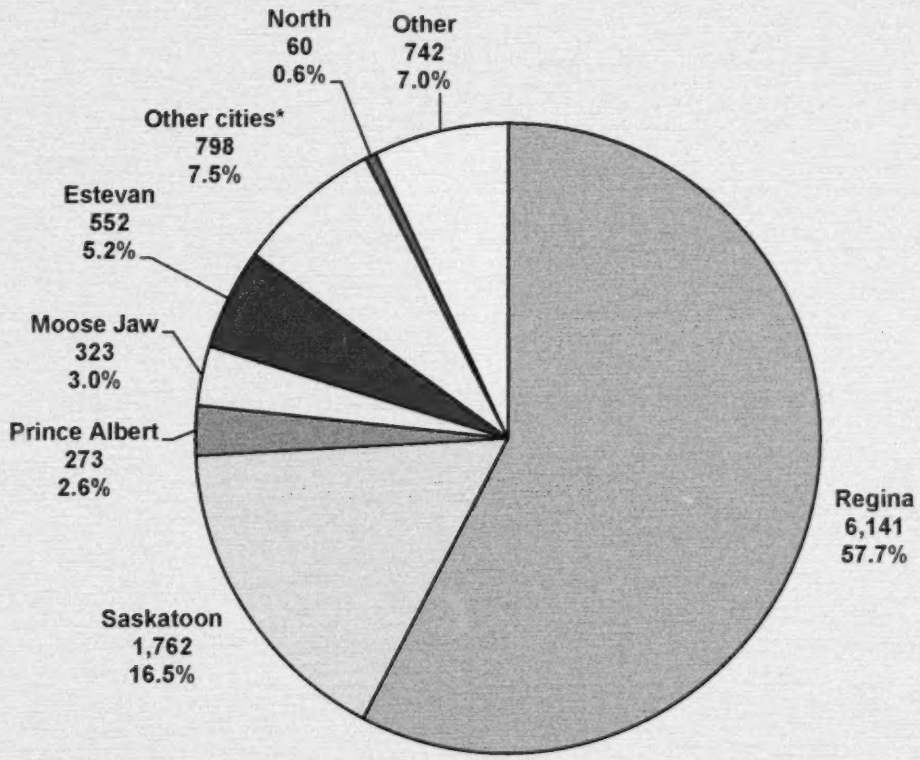
Average Hourly Wage Rate
Crown Corporations (permanent and non-permanent as of Dec)
vis-à-vis **Saskatchewan** (off Reserve only, annual averages)



- The provincial average hourly wage rate (among all paid workers including seasonal and temporary workers) was $24.72 in 2013.
- Using the midpoint of the salary range as an indicator of average crown salaries, the average crown employee has a rate that is 41% higher than in the province as a whole.
- On average and after adjusting for inflation, the increase from 2008 to 2013 has been 3.8% per year in the crowns. This compares with 2.3% in the province as a whole so the gap between the Crowns and other paid workers is widening.

Workplace Location

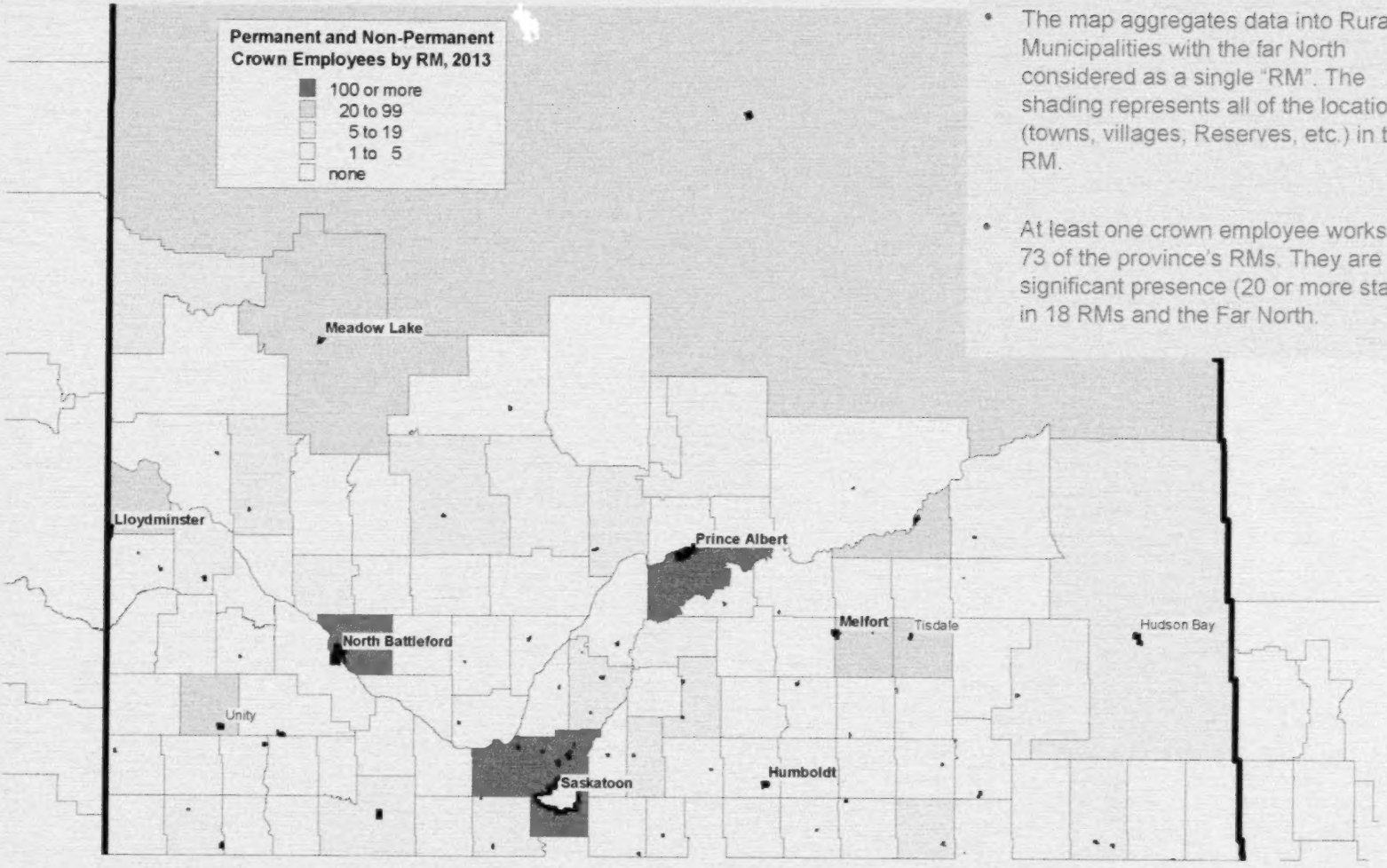
Employment of Permanent Staff by Location, 2013



* Yorkton, Melville, Swift Current, Meadow Lake, Melfort, North Battleford, Weyburn, Lloydminster, Humboldt

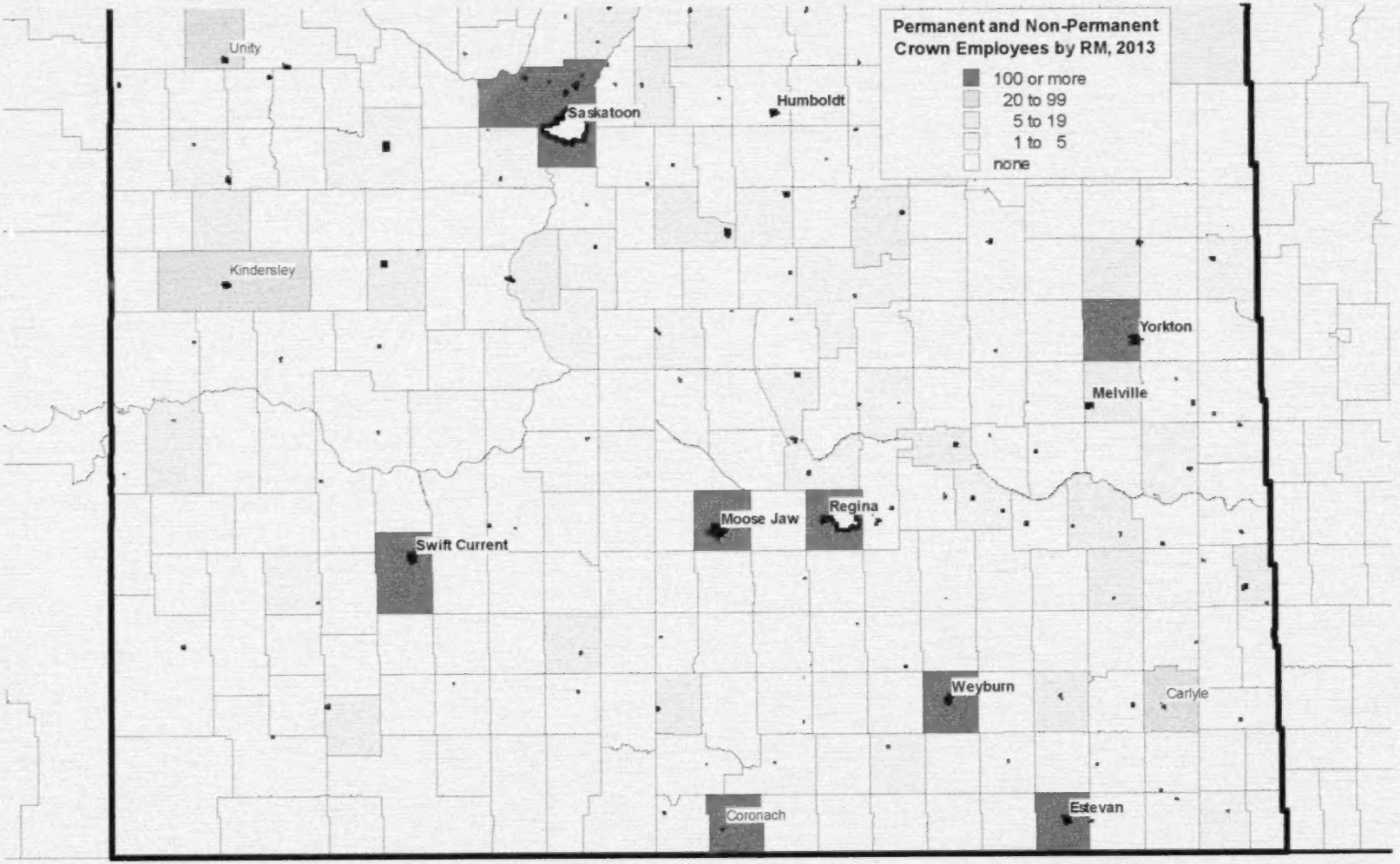
- Six out of ten permanent staff work in Regina and more than three quarters work in one of the four largest cities in the province.
- Another 12.7% work in larger communities such as Estevan, Yorkton, and Swift Current. The remaining 7.6% of permanent staff work in the North, a smaller community or out of province.

Workplace Location - North

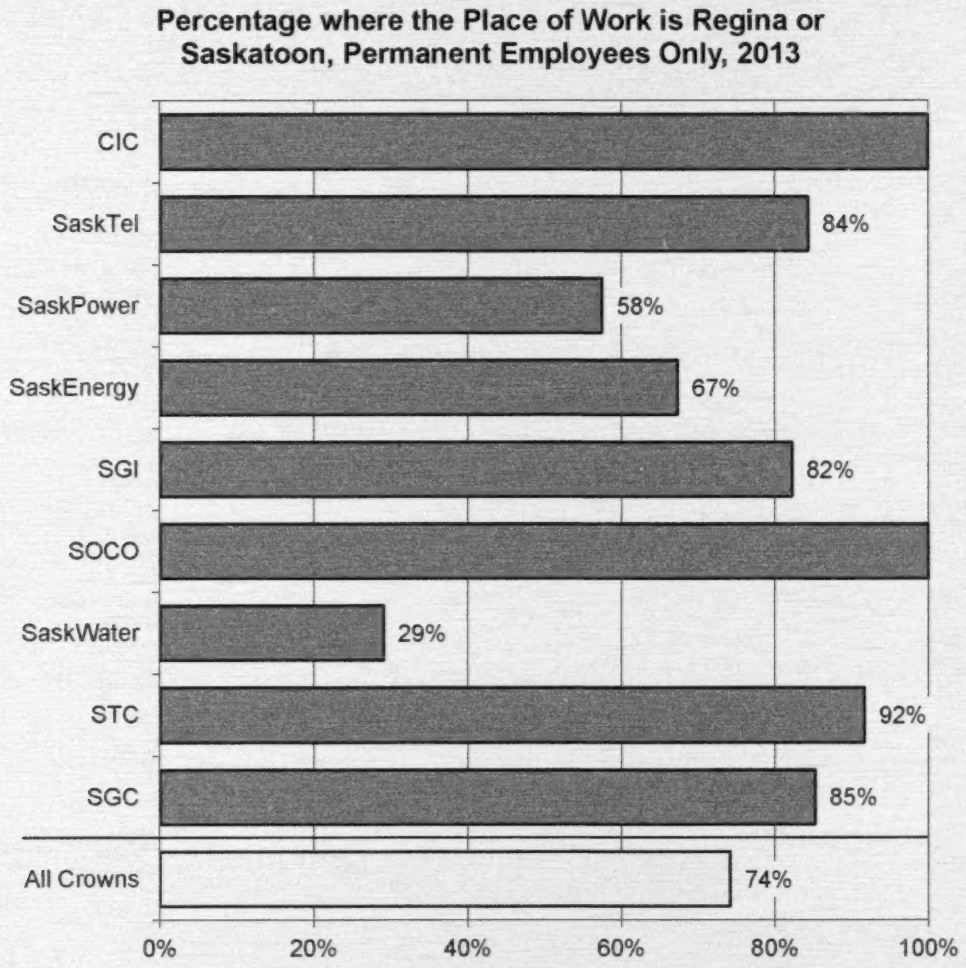


- The map aggregates data into Rural Municipalities with the far North considered as a single "RM". The shading represents all of the locations (towns, villages, Reserves, etc.) in the RM.
- At least one crown employee works in 73 of the province's RMs. They are a significant presence (20 or more staff) in 18 RMs and the Far North.

Workplace Location - South



Workplace Location by Crown



- CIC and SOCO employees work exclusively in Regina and Saskatoon. Most of the other crowns have at least 80% of their permanent staff in either city. The exceptions are SaskPower, SaskEnergy and SaskWater.

- SaskWater and SaskPower have the largest proportion of staff outside the two major centres – the former because of the head office in Moose Jaw and the latter because of the large number of employees in Estevan and Coronach.

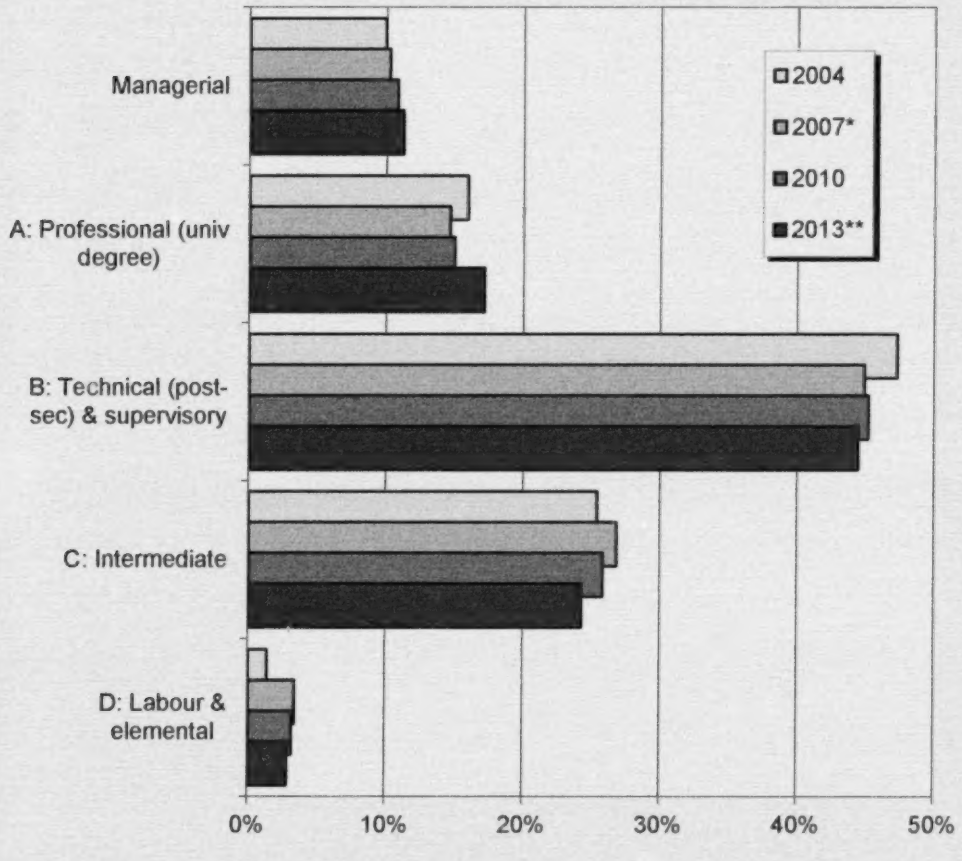
Sample Occupations by NOC Skill Level

Group	NOC and Occupation Title	Count
0 Managerial	12 Senior government managers & officials	2
	112 Human resources managers	50
	121 Insurance, real estate, & financial brokerage managers	77
	131 Telecommunications carriers managers	71
	211 Engineering managers	42
	213 Information systems & data processing managers	41
	611 Sales, marketing, & advertising managers	179
	721 Facility operation and maintenance managers	14
A: Professional (univ degree)	1111 Financial auditors & accountants	106
	1112 Financial & investment analysis	90
	2133 Electrical & electronics engineers	357
	2171 Information systems analysts and consultants	470
	2175 Web designers and developers	16
	4112 Lawyers & Quebec notaries	33
B: Technical (post-secondary) and supervisory	1212 Supervisors, finance, & insurance clerks	50
	1222 Executive assistants	27
	1223 Personnel & recruitment officers	32
	1233 Insurance adjusters & claims examiners	361
	1235 Assessors, valuators, & appraisers	81
	2281 Computer/network operators, web technicians	84
	2282 User support technicians	175
	6241 Chefs	6
	7244 Electrical power line & cable workers	359
	7245 Telecommunications line & cable workers	137
	7253 Gas fitters	211
	7352 Power systems & power station operators	223
C: Intermediate	1411 General office clerks	447
	1413 Records & file clerks	73
	1431 Accounting & related clerks	140
	1442 Personnel clerks	12
	1471 Shippers & receivers	31
	6452 Bartenders	29
	6453 Food & beverage servers	86
	7421 Heavy equipment operators (except crane)	47
D: Labour & elemental	6611 Cashiers	54
	6641 Food counter attendants & kitchen helpers	37
	6662 Specialized cleaners	11
	8612 Landscaping & grounds maintenance labourers	4

- Each of the permanent positions in the crowns has been assigned a 4-digit NOC (National Occupational Classification) code for purposes of analysis and for comparisons across crowns.
- Most of the NOC coding was done by the crowns but some codes were assigned as part of the bubble research (e.g. SaskPower and SGC). The latter will be less accurate than the former.
- The NOC coding enables a classification of occupations into four skill levels plus management.
  - Management occupations are not assigned a skill level.
  - Positions in skill level A typically require a university degree.
  - Positions in skill level B typically require a post-secondary certificate or diploma including a trades certificate. Supervisory positions are also classified as skill level B.
  - Intermediate positions typically require a grade 12 certificate and some on-the-job training.
  - Positions in skill level D can typically be done with a short on-the-job training period.

Occupation and Skill Level

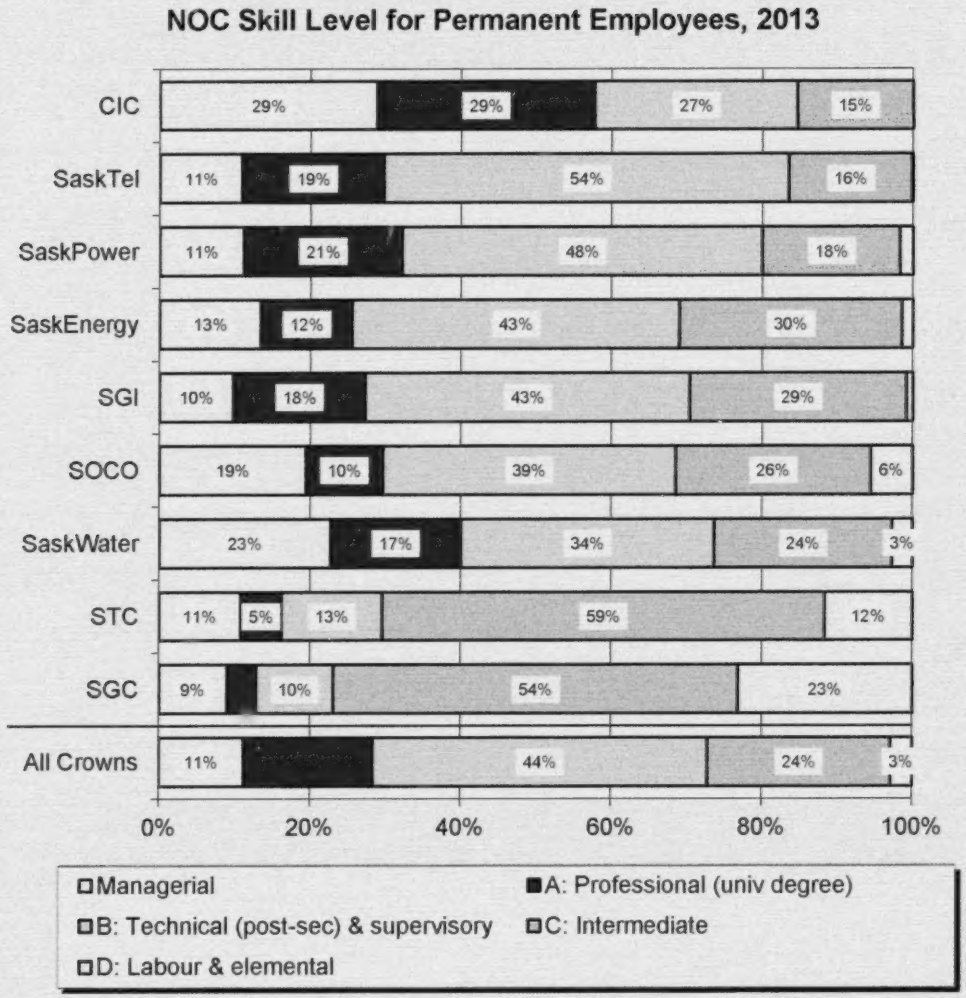
Percent of Permanent Staff by NOC Skill Level



* SGC added ** excludes ISC

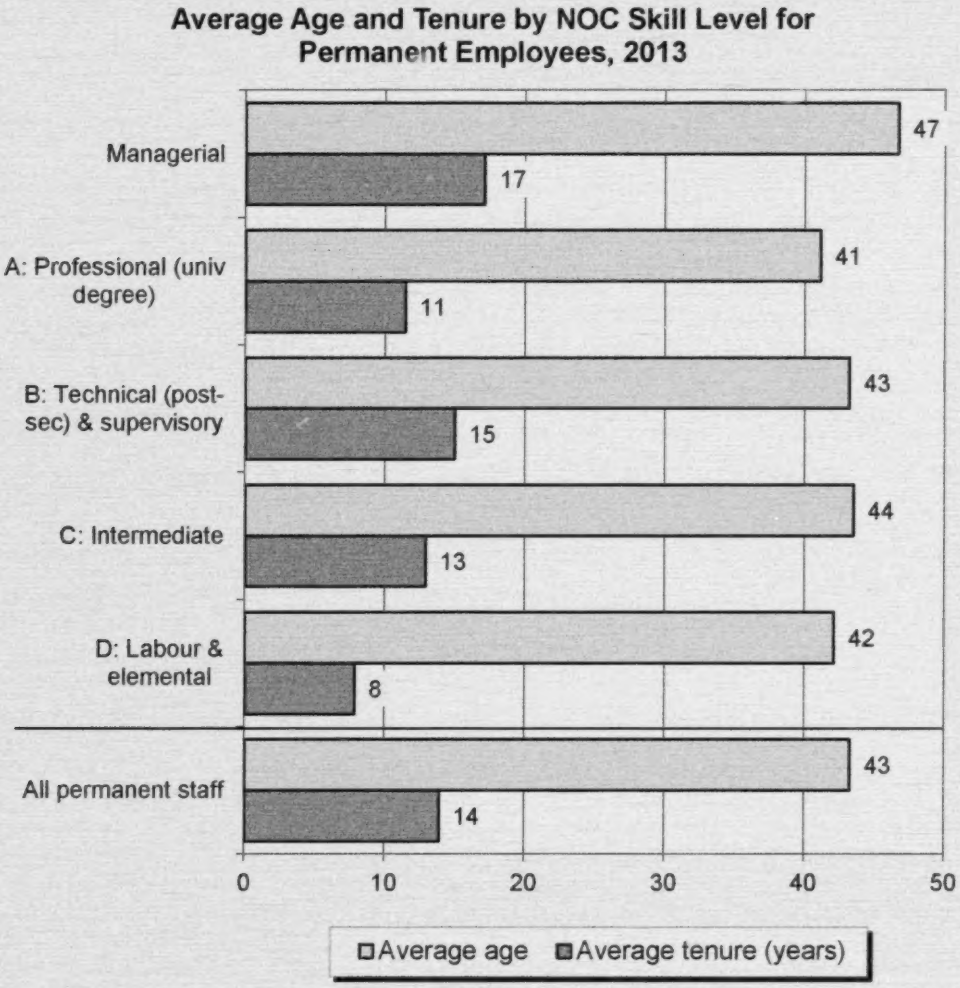
- Almost three quarters (72%) of crown positions require a post-secondary education. There has been little change in the mix of skill levels over the course of the past ten years.
- The incorporation of SGC in 2007 added about 250 lower-skilled (skill level D) positions to the permanent staff in the crowns.

Skill Level by Crown



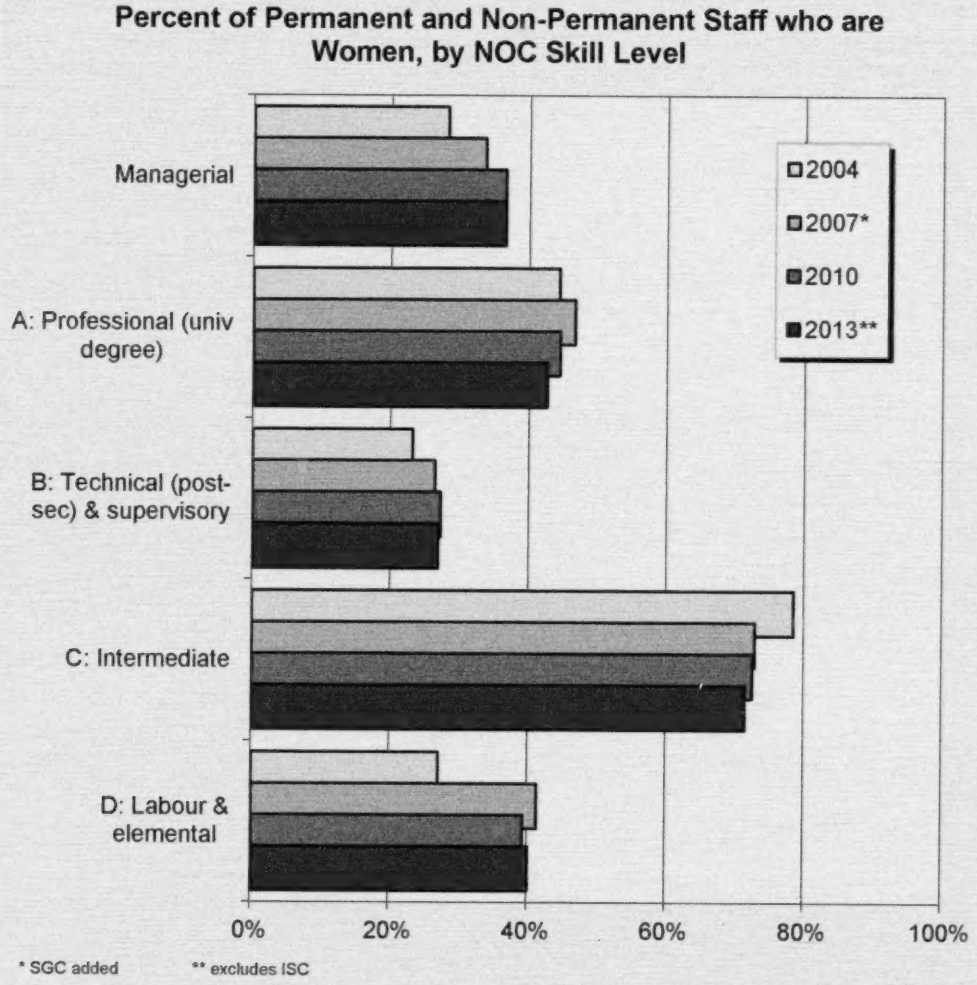
- The crowns with the highest proportion of positions that require a post-secondary education (including managers) are:
  - CIC (85%);
  - SaskTel (84%); and
  - SaskPower (80%).
- Skill level B positions (those that typically require a non-university post-secondary education) are the most common at SaskPower (48%), and SaskTel (54%).
- STC and SGC are the only crowns with a significant number of positions (12% and 23% respectively) that normally require less than grade 12, that is, skill level D positions.

Age and Tenure by Skill Level



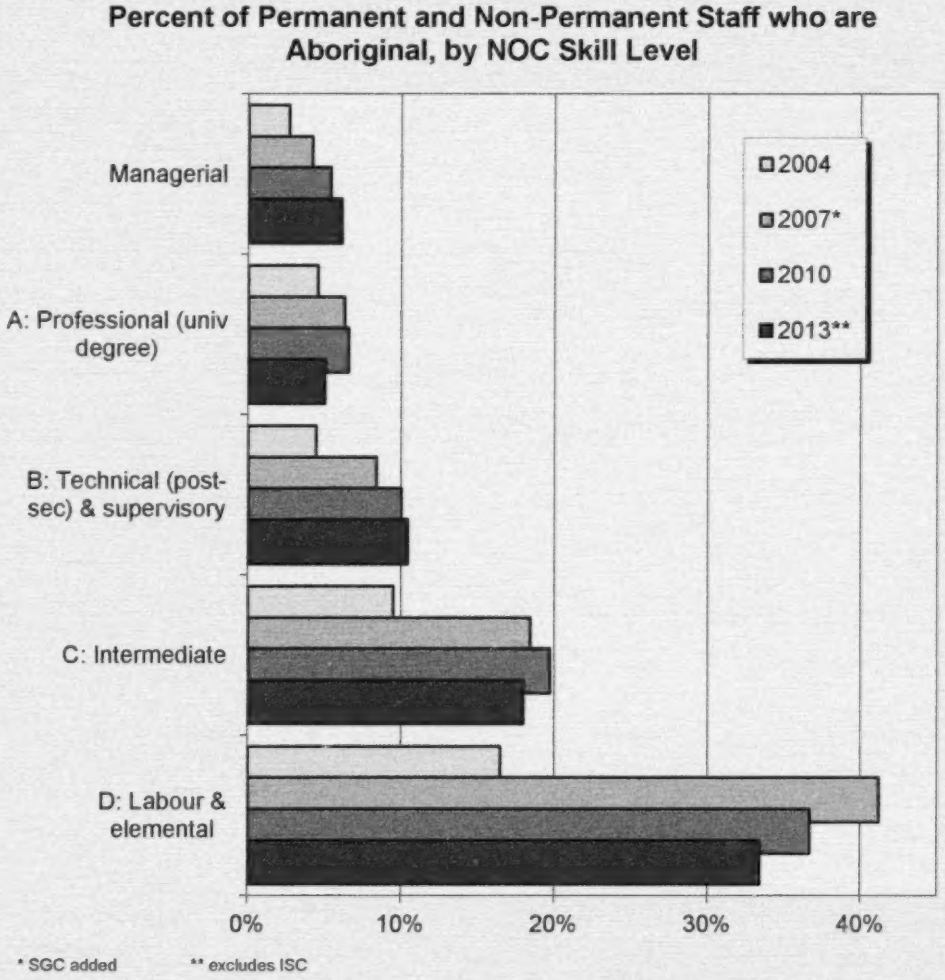
- Not surprisingly, the highest average ages and the longest tenures are among those employees in management positions. The differences are not, however, dramatic.
- These positions are more likely to see a large number of retirements in the short term because of the demographic characteristics of those in them.
- At the other end of the scale, the professional (skill level A) group tends to be younger and have a lower tenure.

Skill Level by Gender



- Women in the crowns:
  - are over-represented in occupations classified as intermediate;
  - account for near one half in professional occupations requiring a university degree; and
  - are under-represented in management and technical skill-level occupations.
- The proportion of women in management positions has increased somewhat but the proportion in positions classified as requiring a university degree has declined.
- The addition of SGC has significantly increased the proportion of women in low-skill occupations.

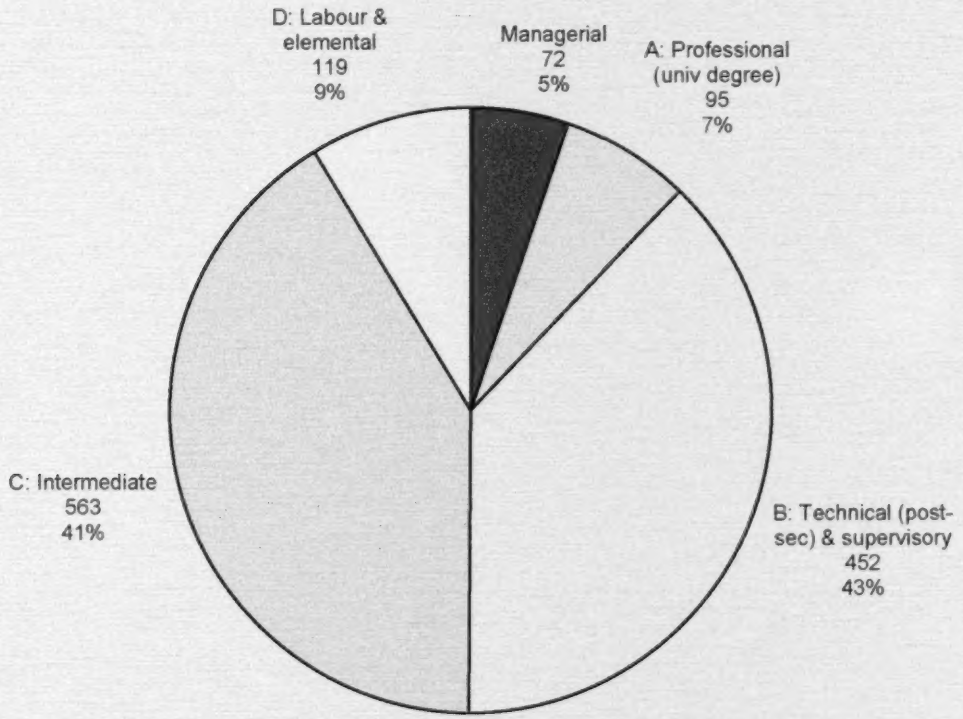
Skill Level by Aboriginal Identity



- Relative to the average, Aboriginal employees are over-represented in occupations that are classified in skill levels C and D. This is especially the case when SGC is incorporated into the data.
- The proportion of employees who are Aboriginal has increased from 2003 to 2013 in each of the skill levels with the sharpest increase in the skill level B group.
- The inclusion of SGC in the statistics increases the proportion of Aboriginal people in each of the skill levels.

Skill Level by Aboriginal Identity

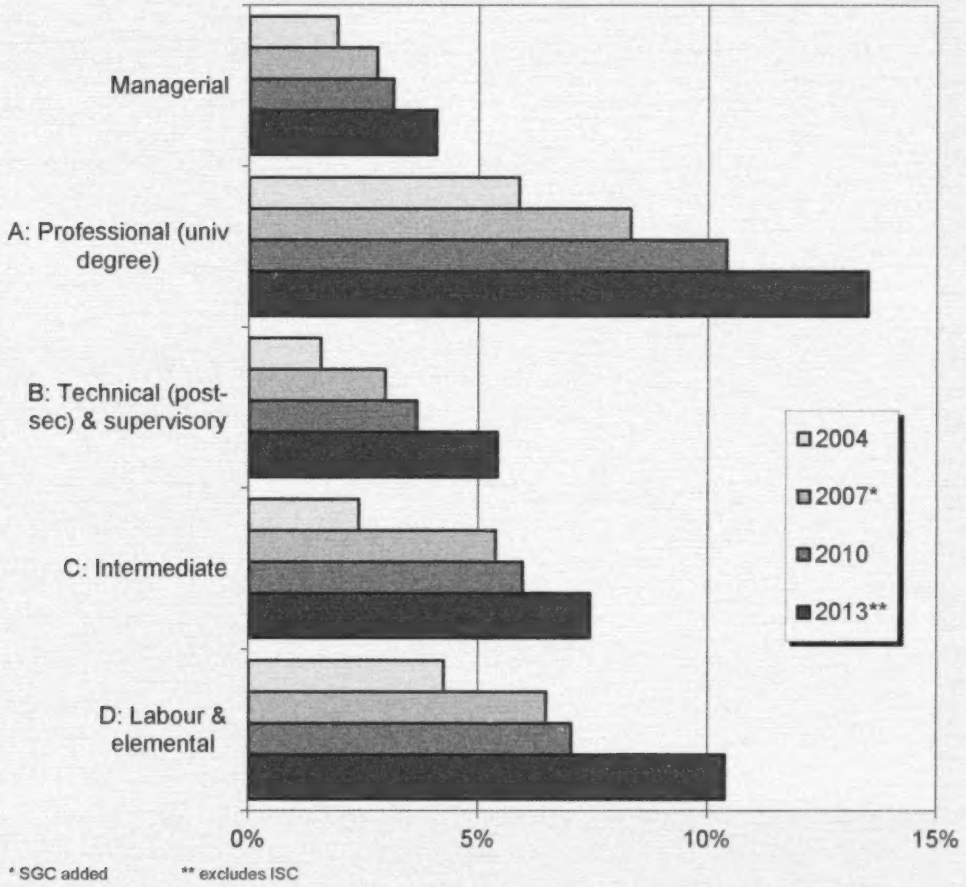
Skill Levels for Permanent and Non-Permanent Aboriginal Staff in the Crowns, 2013



- This is another view of the skill levels for Aboriginal employees in 2013.
- More than four out of five of the 1,367 permanent and non-permanent Aboriginal employees are in either skill level B or skill level C.
- Relatively few are in Managerial and skill level A positions. There are also relatively few in skill level D positions because those low-skill occupations are, except for SGC, rare in the crowns.

Skill Level by Membership in a Visible Minority Group

Percent of Permanent and Non-Permanent Staff who are Members of a Visible Minority Group, by NOC Skill Level

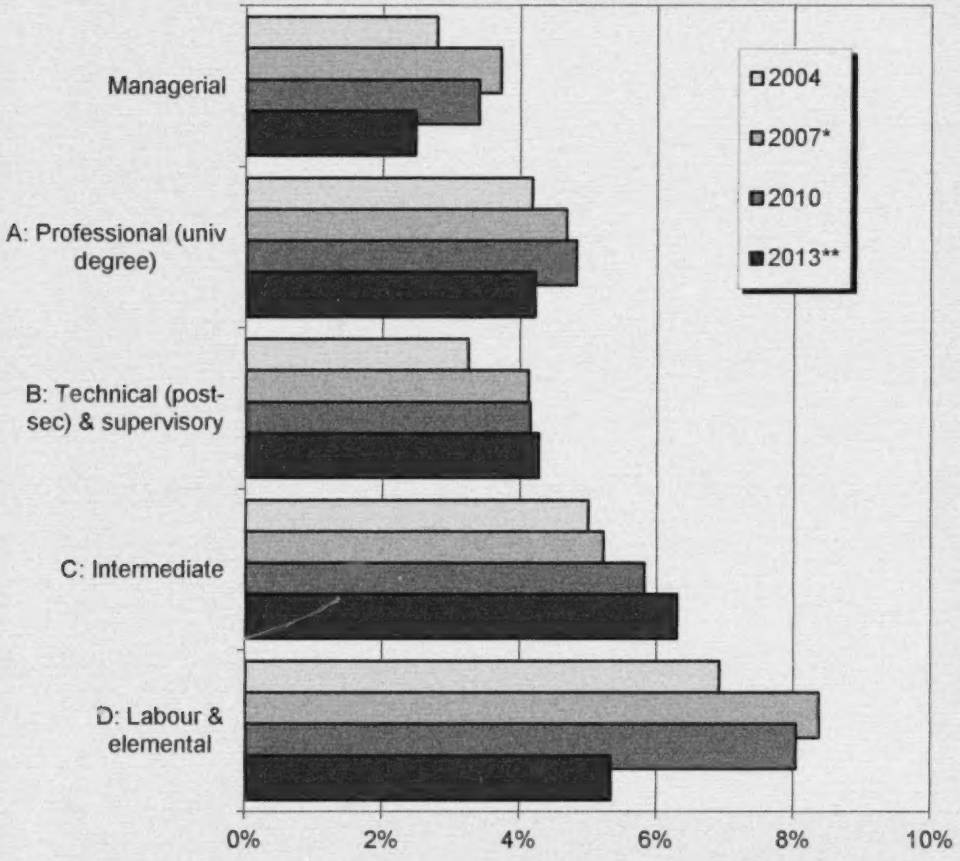


* SGC added ** excludes ISC

- Since 2002, there have been increases in the proportion of crown employees who are members of a visible minority group in each of the skill level groups.
- Relative to the average, members of a visible minority group are over-represented in professional occupations.
- The proportion of managers who are members of a visible minority group has not increased as quickly as the proportion in other skill levels.

Persons Reporting a Disability, by Skill Level

Percent of Permanent and Non-Permanent Staff who Report a Disability, by NOC Skill Level

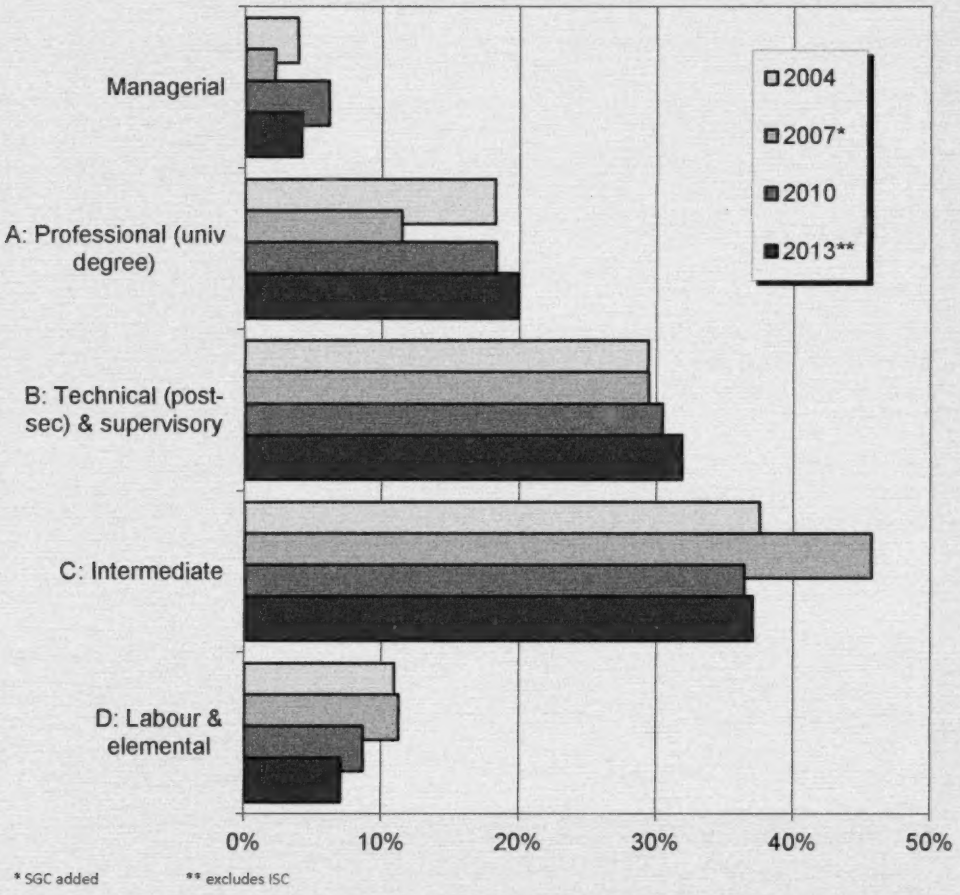


* SGC added ** excludes ISC

- The proportion of staff in each of the skill levels who report a disability has been relatively stable over the past ten years.

New Hires by Skill Level

New Hires (permanent only) by NOC Skill Level



* SGC added ** excludes ISC

- Including managers, more than one half (56%) of new hires in 2013 were into positions requiring a post-secondary education.

Note: The number of new hires is measured as those who were first hired in the crown during the twelve months prior to December 31st and who were still working at the end of the year. This does not include internal promotions.

Departures and Turnover

Number of Departures by Reason

	Year of Departure									
	2004	2005	2006	2007*	2008	2009	2010	2011	2012	2013**
To take other employment	48	79	96	57	89	36	74	77	77	75
Resignation	79	72	131	257	339	273	273	244	297	290
Dismissal/layoff	33	45	41	82	97	99	81	71	85	140
Personal Reasons	13	34	10	17	31	11	11	13	11	9
Moved	22	16	12	7	11	7	3	5	5	3
Death	15	11	11	13	14	19	16	17	13	18
Other/Unknown	40	60	18	65	23	17	23	23	13	13
Non-retirement subtotal	250	317	319	498	604	462	481	450	501	548
Retirement	90	113	149	185	165	172	249	275	310	277
Early Retirement Plan	61	142	184	171	129	94	0	0	0	0
Retirement subtotal	151	255	333	356	294	266	249	275	310	277
Grand total	**401**	**572**	**652**	**854**	**898**	**728**	**730**	**725**	**811**	**825**

** including SGC*
*** excluding ISC*

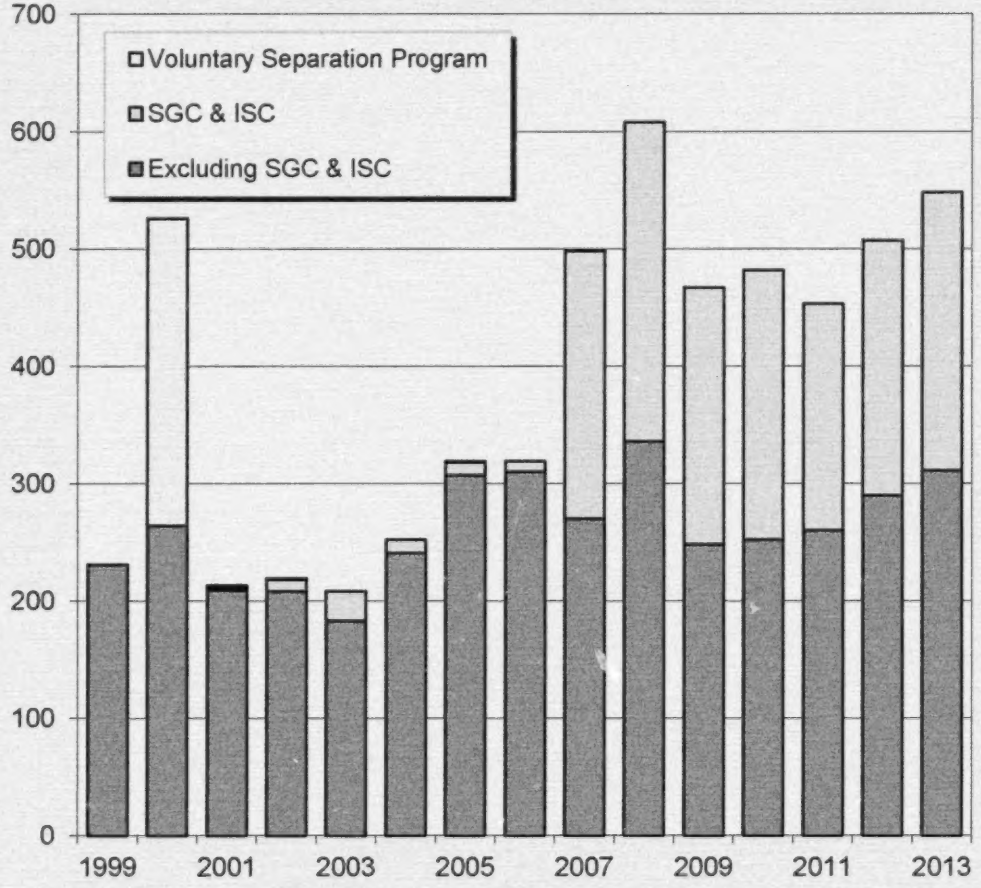
- Departures from permanent positions are captured in the database along with the characteristics of those who have left. Transfers are not included but moves from one crown to another will register as a departure from one crown and a new hire at the destination. The data cover the twelve years from 1999 to 2013. (In 2003, four additional years of retroactive data was obtained for the database.)

- There is no specific reason given for the majority of non-retirement departures; many of the reasons given are simply "resignation" or "job abandonment". Those who fail to meet their probationary qualifications are considered as hired and then dismissed.

- The 2013 increase in the dismissal/layoff category was because of layoffs at SGC where the number was 102 compared with the five-year average of 37.

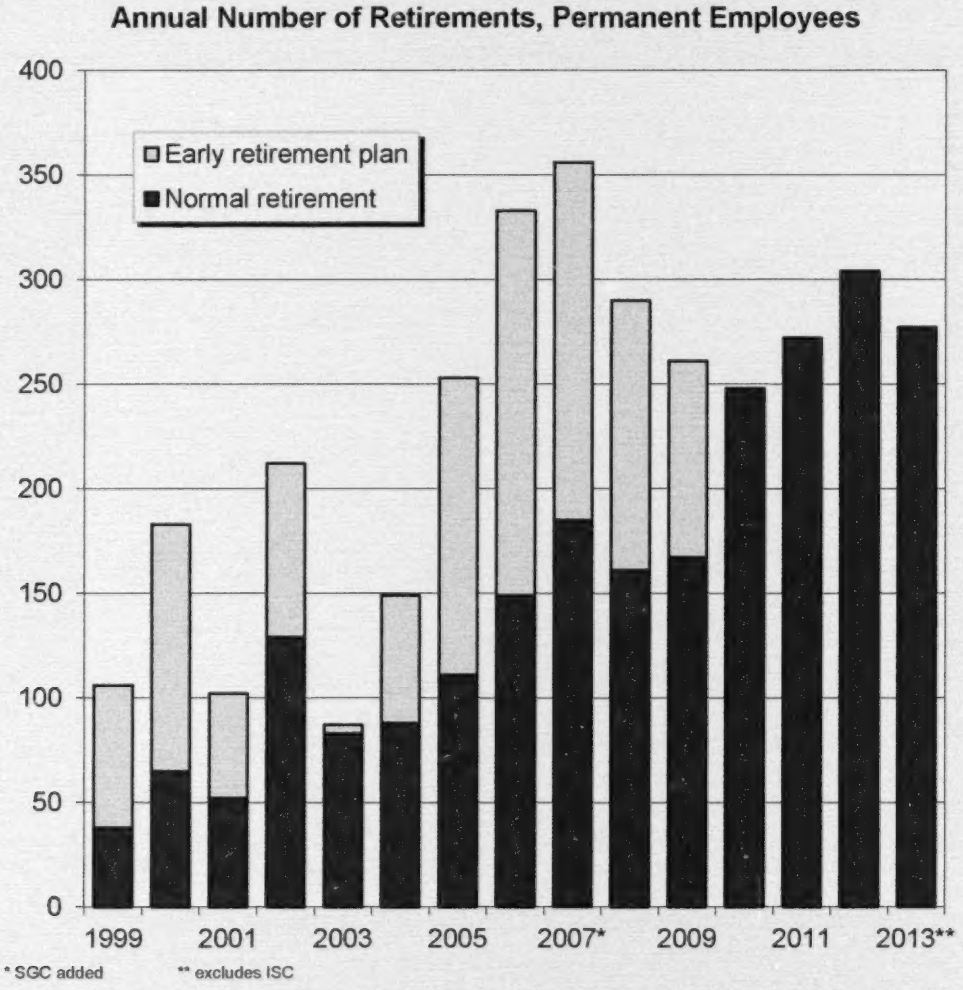
Non-Retirement Departure Trends

Annual Number of Non-Retirement Departures, Permanent Employees Only



- Excluding SGC, the number of non-retirement departures has averaged 290 per year over the past five years. Including SGC, the average is 500 per year.

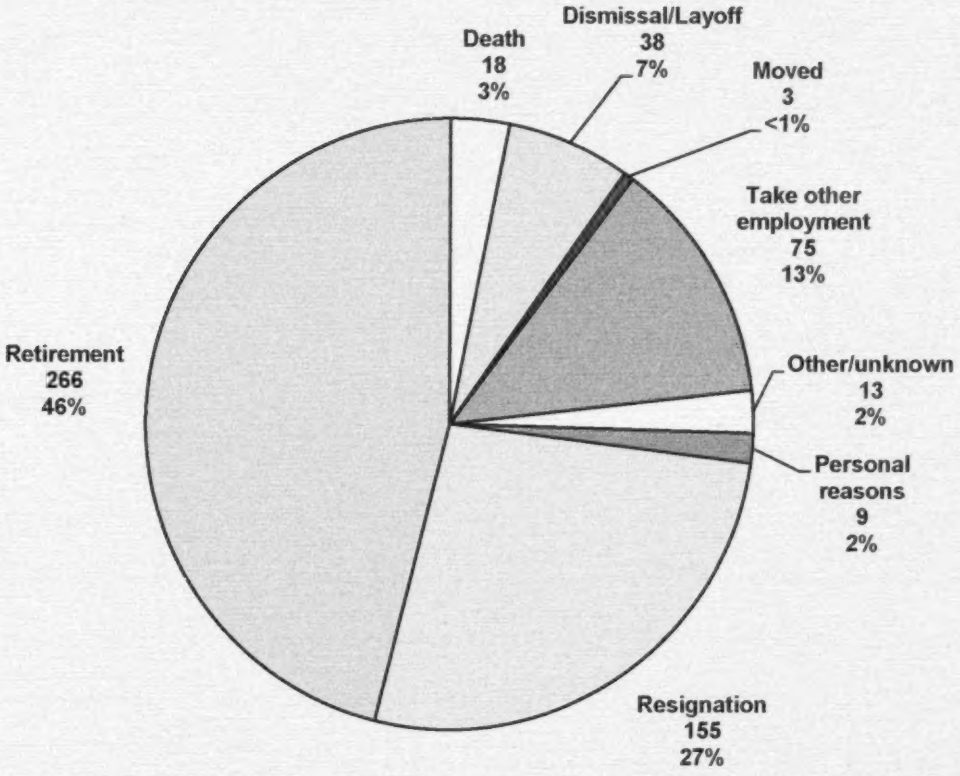
Retirement Departure Trends



- The total number of retirements has fluctuated from year to year because of the Early Retirement Plans previously implemented at SaskTel.
- In spite of the annual ups and downs in total retirements, there is a clear upward trend in the number of "normal" retirements. From an average of approximately 100 per year in the early 2000s, the number has been near 290 per year in the last three years.
- The inclusion of SGC has no material effect on the number of retirements. It does, however, have an effect on the rate of retirements because there are so few SGC employees who retire.

Reasons for Departures, 2013, Excluding SGC

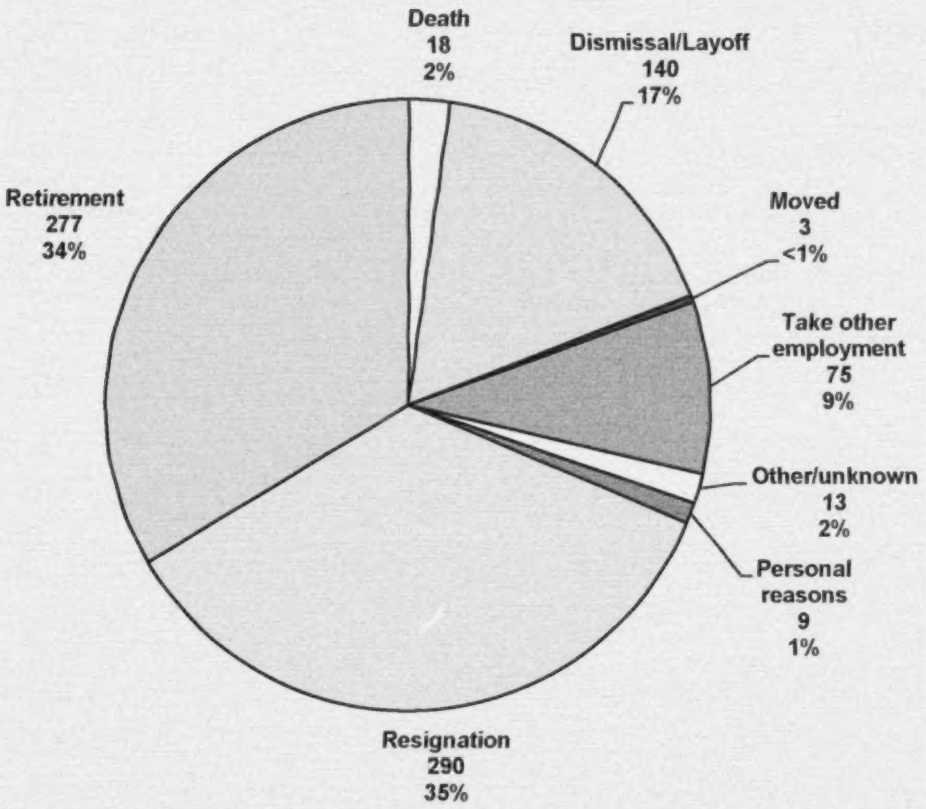
Reasons for Departure in 2013 (excluding SGC & ISC)



- Excluding SGC, the single most common reason for leaving employment was retirement, accounting for almost one half of departures in 2013.
- About four out of ten of those who leave the crowns could be expected to stay in the labour market, more if those who retire decide to re-enter the labour market.
- Departures can be calculated as a percentage of staff to arrive at a "turnover rate". Excluding SGC, the turnover rate in the crowns was
  - 5.8% per year in 2013,
  - 3.1% from retirements, and
  - 2.7% for other reasons.

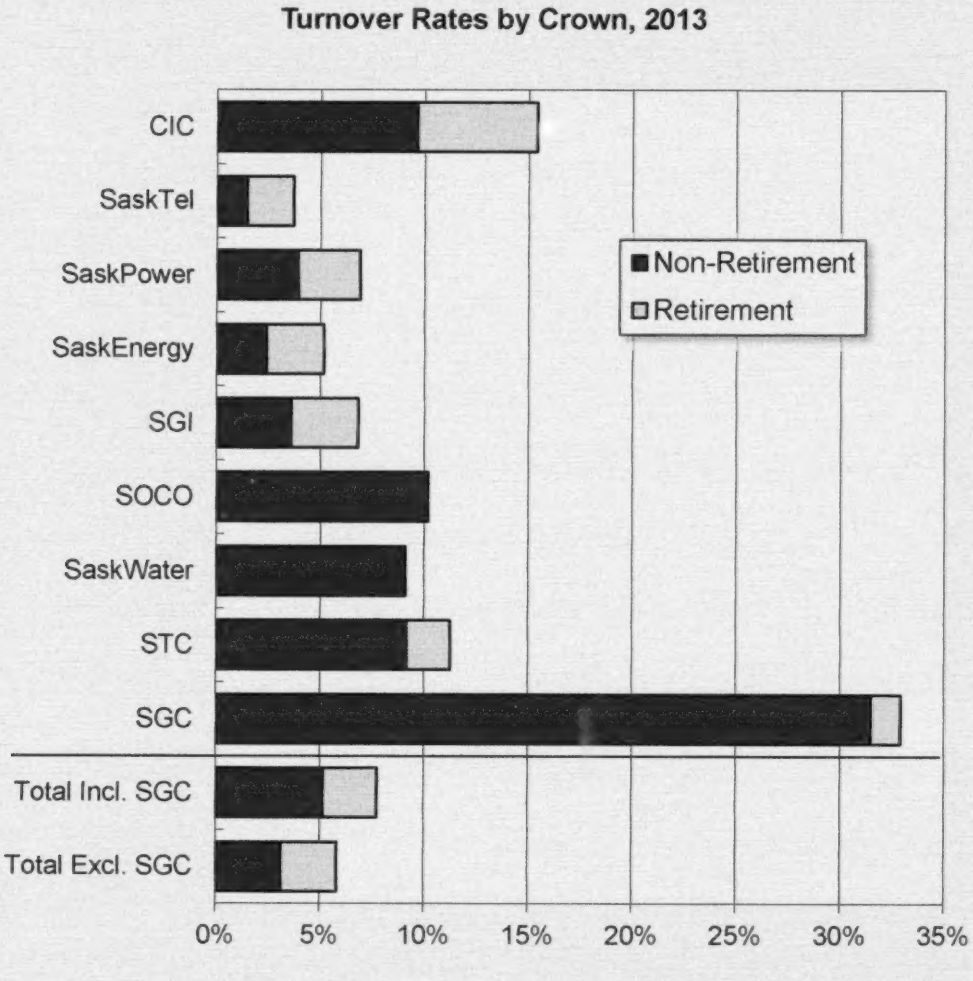
Reasons for Departures, 2013, Including SGC

Reasons for Departure in 2013 (including SGC)



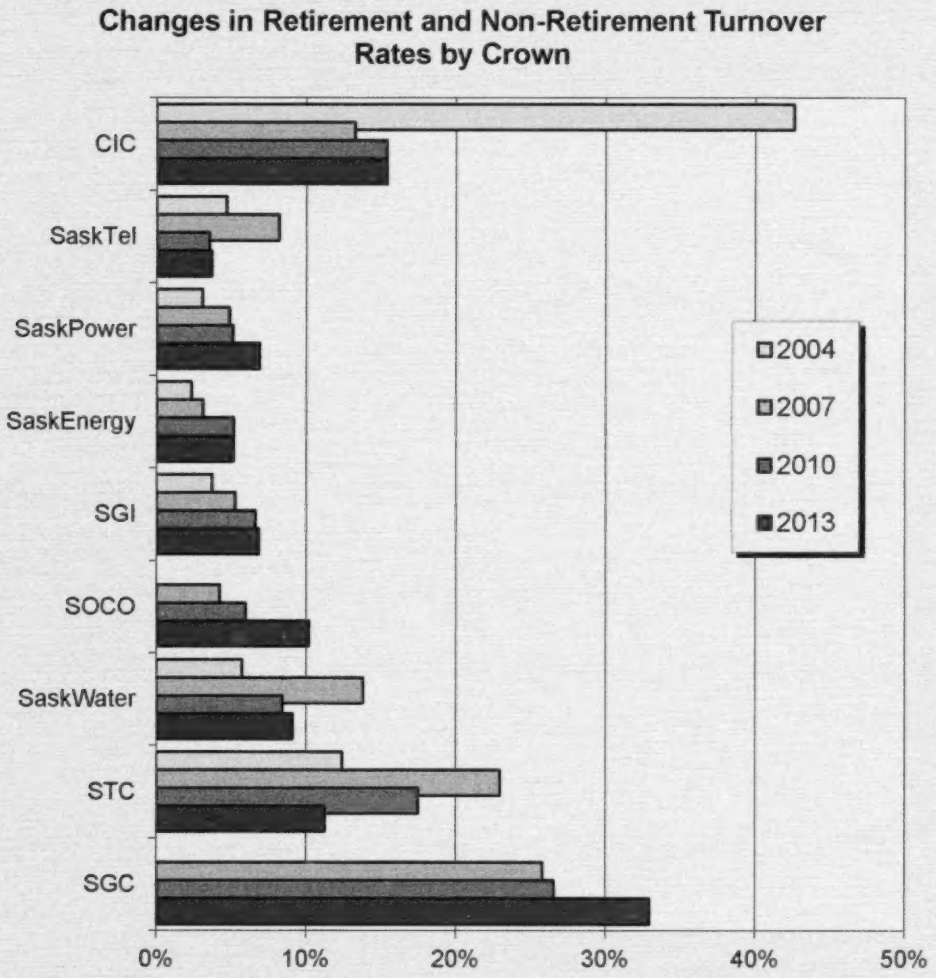
- Including SGC dramatically increases the number of resignations. ("Job abandonment" is the terminology that is often used at SGC.)
- Including SGC changes the 2013 turnover rate at the crowns from:
  - 5.8% to 7.7% overall;
  - 2.7% to 2.6% for retirement turnover; and
  - 3.1% to 5.1% for non-retirement turnover.

Turnover Rates by Crown Corporation, 2013



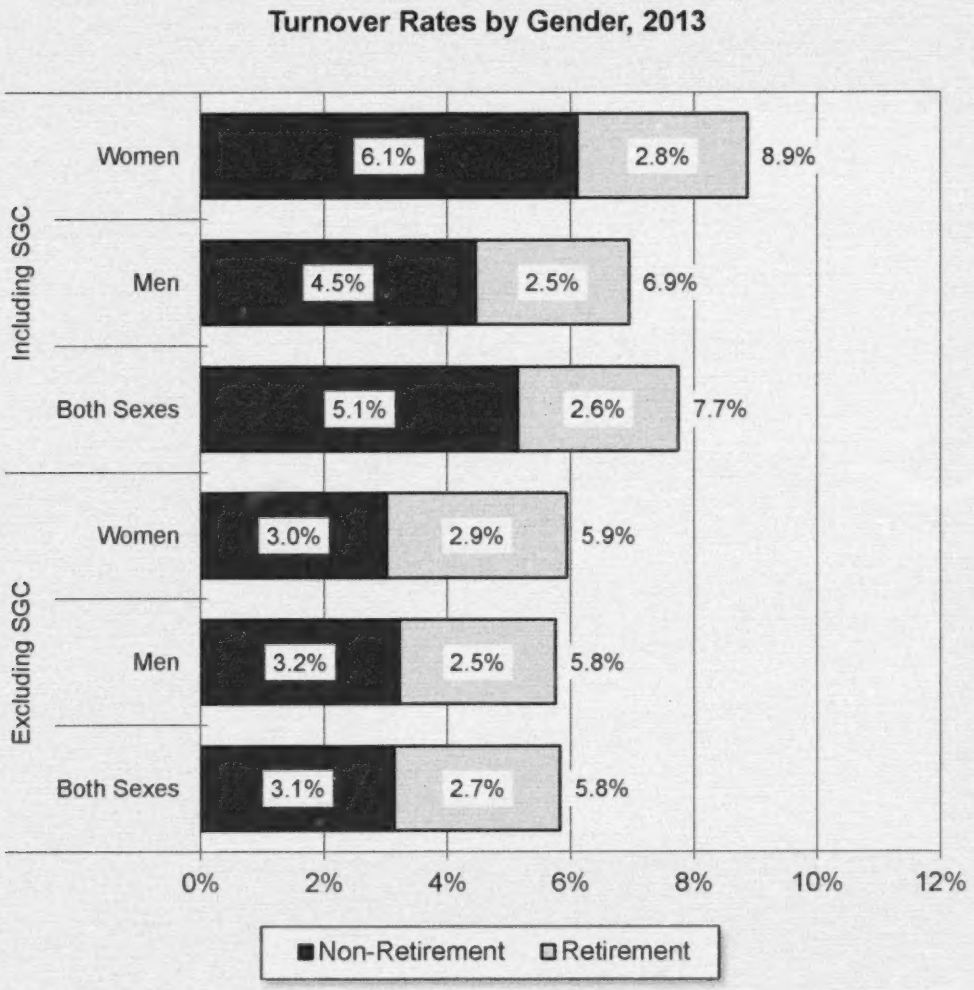
- The lowest turnover rates in 2013 were at SaskTel.
- The highest turnover rates are at SGC and CIC. These are exclusively because of higher non-retirement turnovers.

Changes in Turnover Rates by Crown Corporation



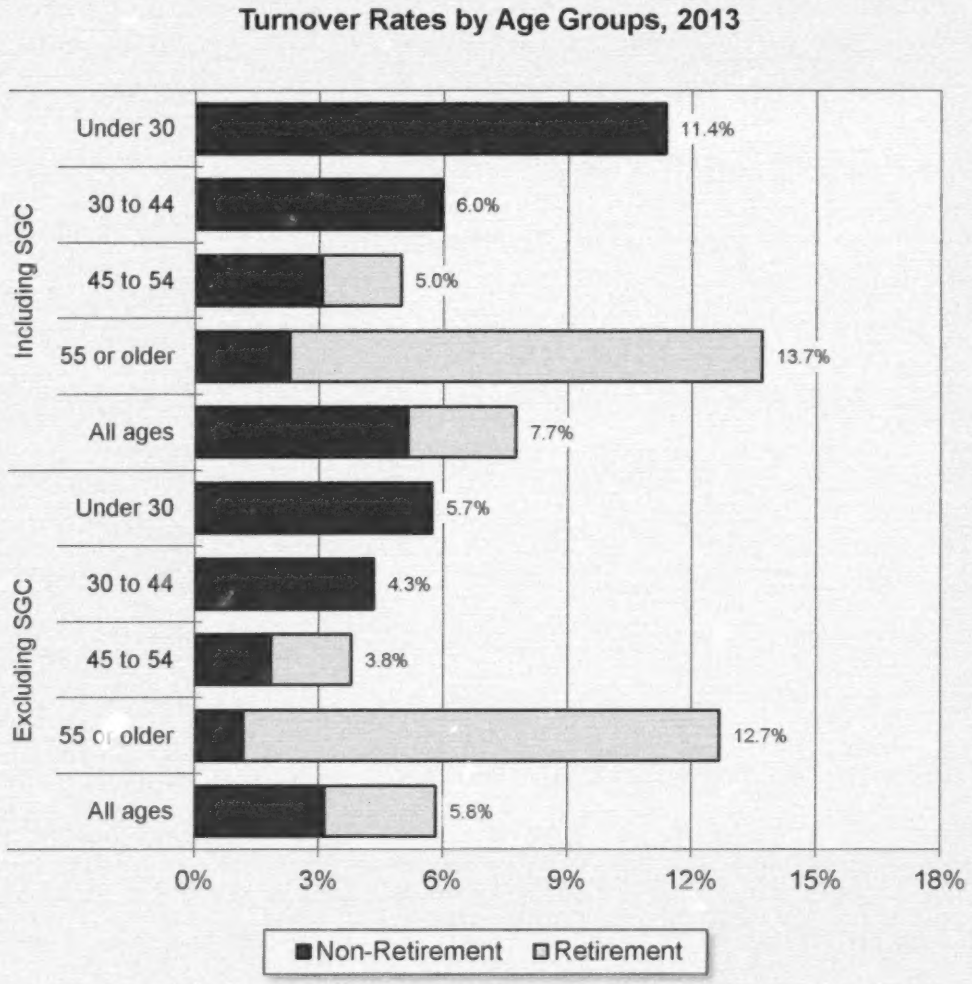
- There is no consistent pattern in the turnover rates by crown.
- Rates are low but increasing in SaskPower, SaskEnergy, SGI and SOCO.
- Rates have declined in recent years at CIC and STC.

Turnover Rates by Gender, 2013



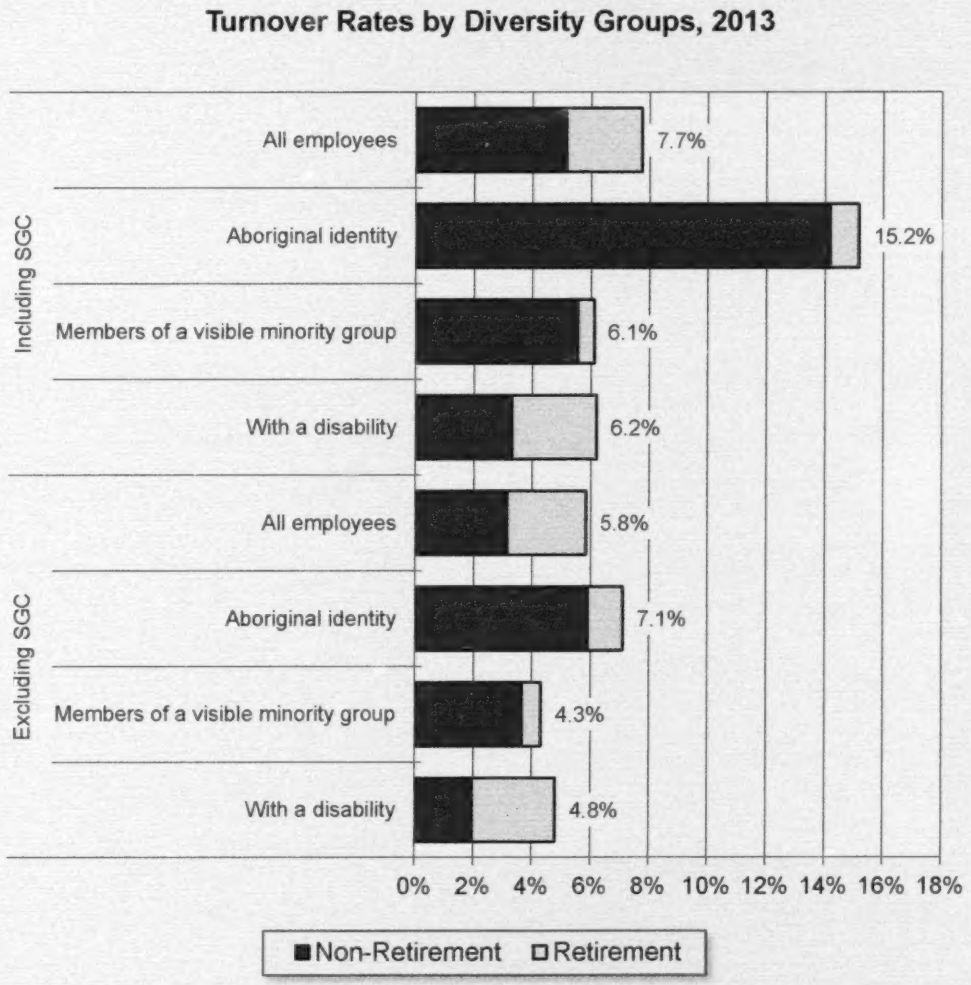
- With SGC included in the data, non-retirement turnover rates are slightly higher among women than among men.
- Excluding SGC, the turnover rates for women are the same as for men.

Turnover Rates among Permanent Staff by Age Group, 2013



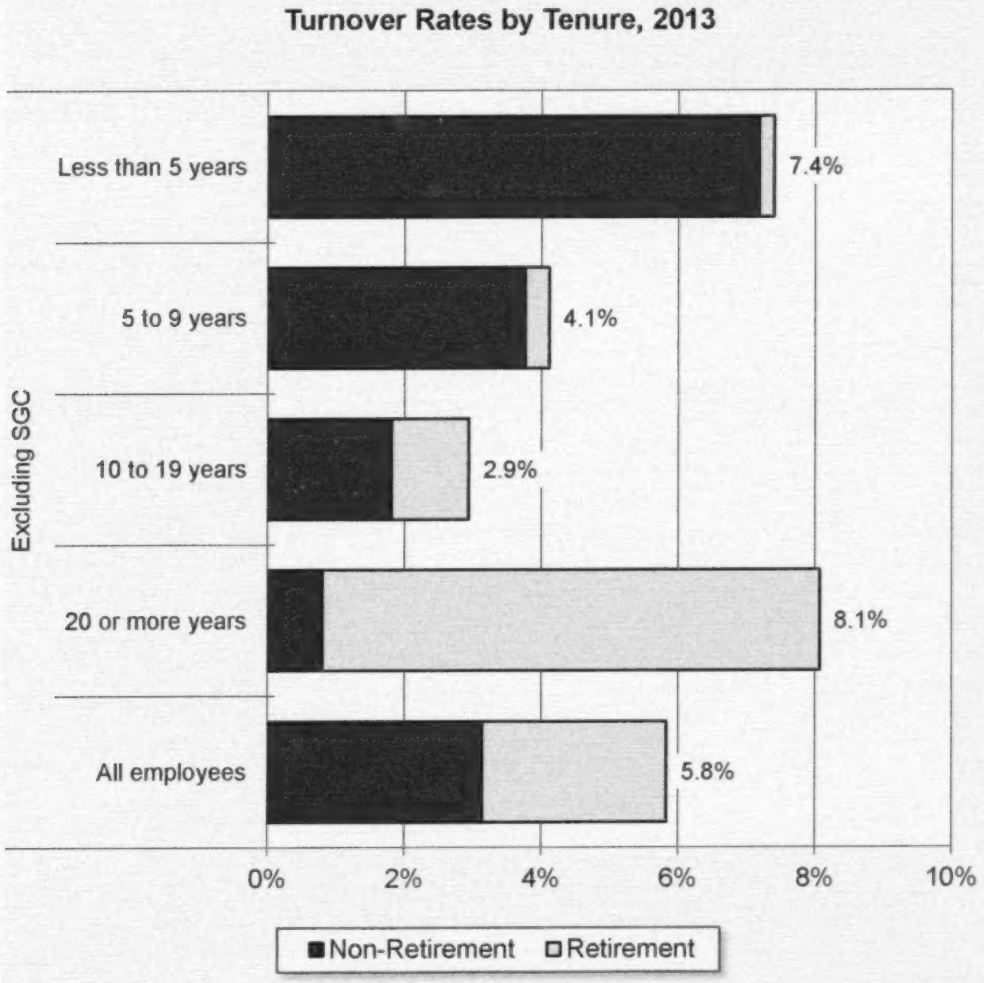
- In 2013, more than one in ten (11.4%) of the permanent staff under thirty years of age left their crown employment. Excluding SGC, the percentage is half that rate at 5.7%.
- In the 30 to 54 age group, both retirement and non-retirement turnover rates are very low even if SGC is included.
- Beyond age 55, almost all departures are retirements.

Turnover Rates for Diversity Groups, 2013



- Non-retirement turnover rates among permanent staff are higher than average for those reporting an Aboriginal identity and, to a lessor extent, for those who are members of a visible minority group.
- SGC has a high turnover rate among its Aboriginal employees. If SGC is included, the Aboriginal turnover rate increases from 7.1% per year to 15.2% per year.

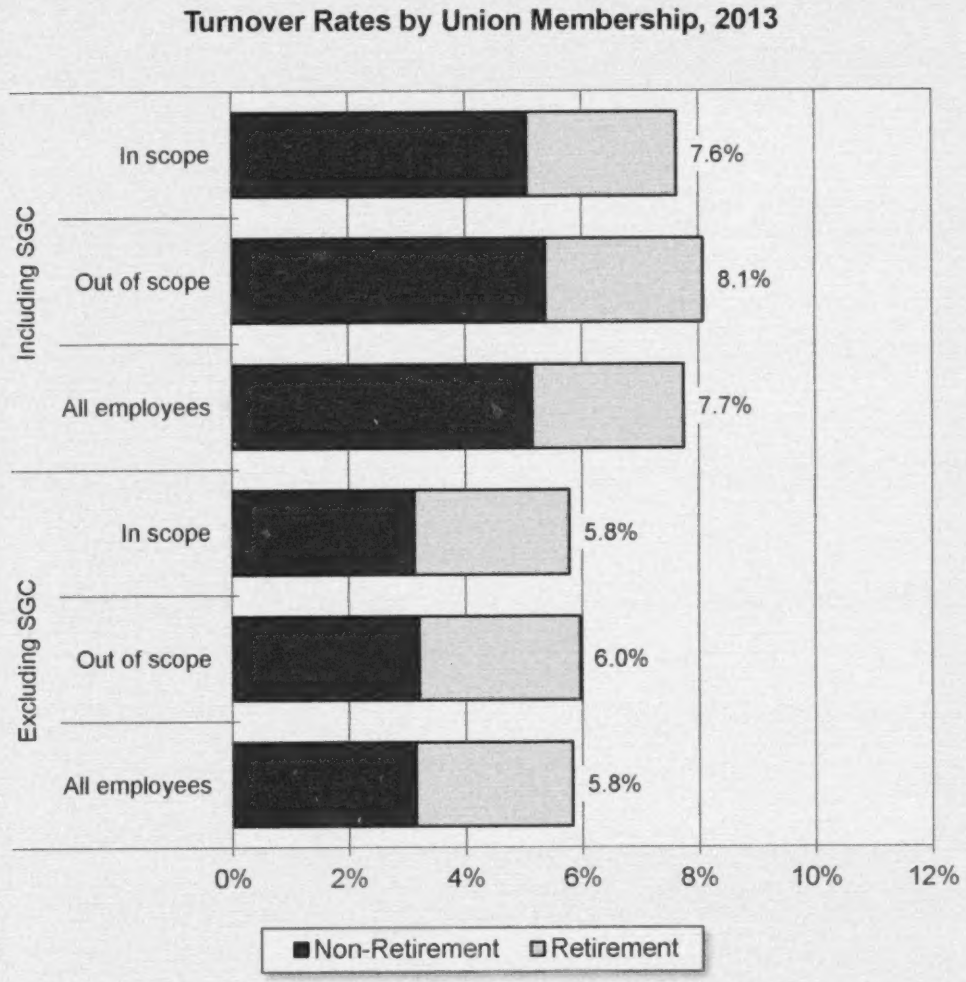
Turnover Rates by Tenure, 2013



- Not surprisingly, the non-retirement turnover rate is higher among those with shorter tenure.

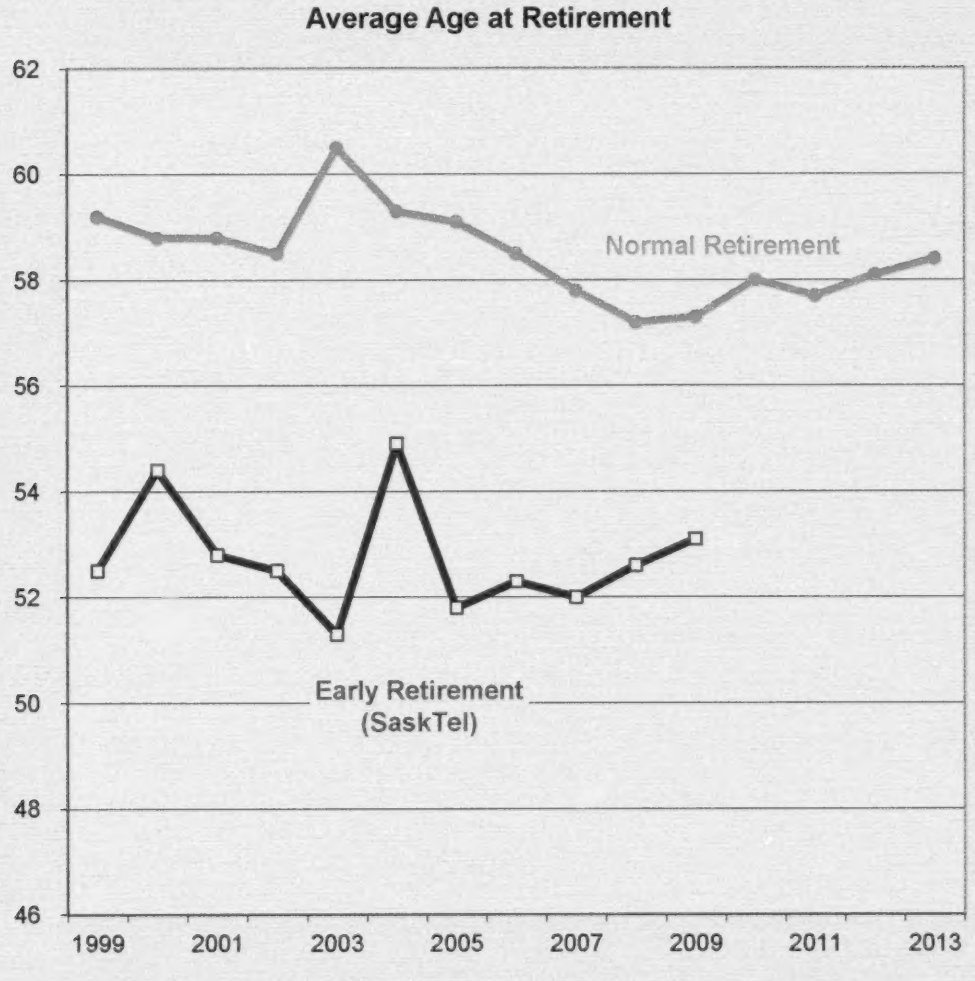
(Note: SGC data by tenure was not available because the crown has not been part of the database for long enough.)

Turnover Rates by Union Membership, 2013



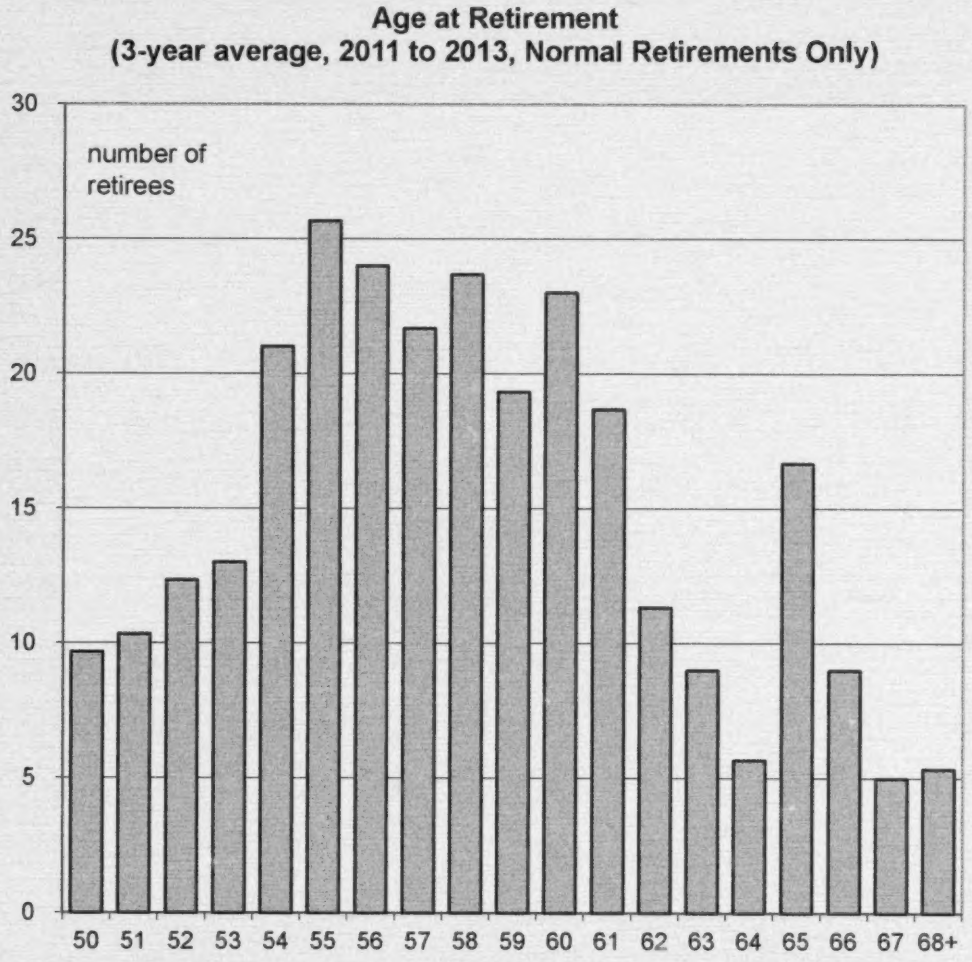
- Both retirement and non-retirement turnover rates are higher among out-of-scope employees than among in-scope employees.

Retirement Age Trends



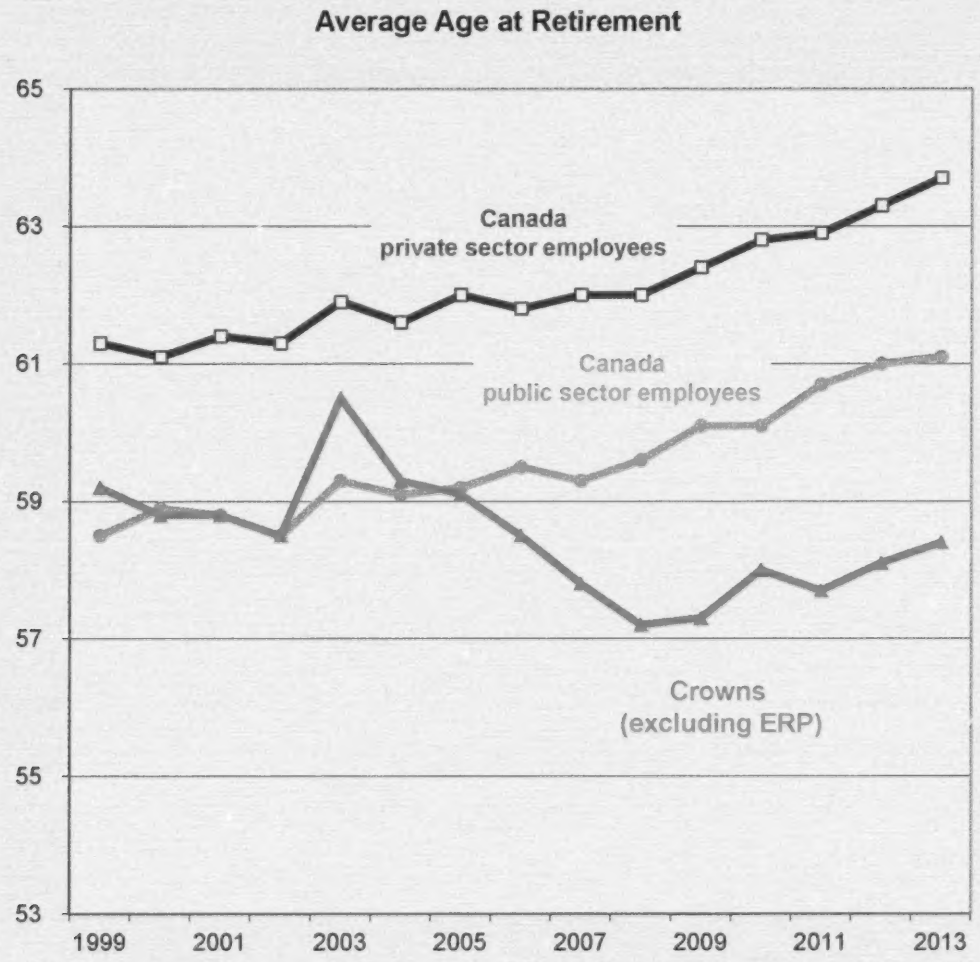
- The average age at retirement (excluding those who retire early through SaskTel's plan):
  - was approximately 59 years of age between 1999 and 2005;
  - declined to approximately 57 years of age in 2008 and 2009; and
  - increased to more than 58 years of age in the most recent three years.

Retirement Age



- The average age at retirement is not a particularly good predictor of actual retirements.
- In the three years ending in 2013, the average age at retirement was 58 but that is not a particularly common age for retirements.
- Instead, there are a large percentage who retire in their late 50s, i.e. 54 to 60, and a spike at 65 years of age.

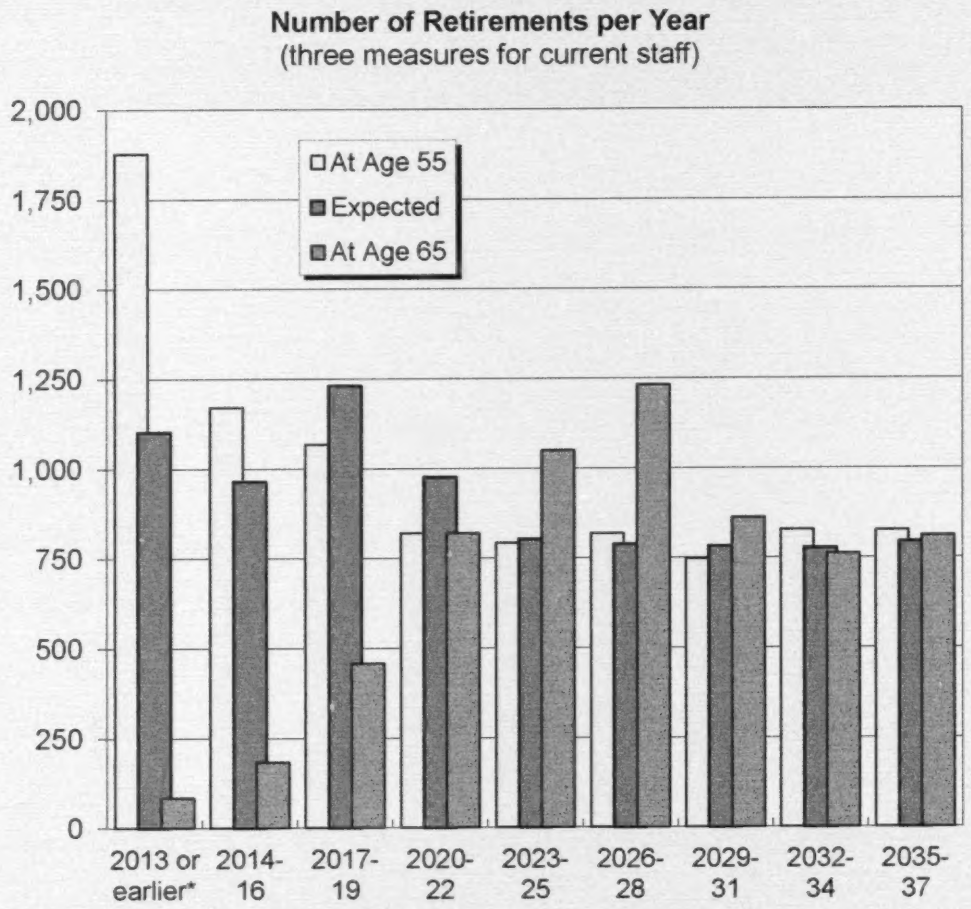
Comparison with Canada



- The average retirement age using data from the Labour Force Survey is available only at the national level. (Saskatchewan data are not available because the sample size is too small.)
- This is the average age of those who, when asked why they left their last job, said that they had "retired". This does not preclude them from re-entering the labour force.
- The average retirement age in Canada is 63.7 years among those in the private sector and 61.1 years among those in the public sector (broadly defined to include health and education and the crowns as well as government proper).
- Until recently, the average retirement age in the crowns (excluding the ERP), was tracking the national average for public sector employees. In the last few years, crown staff have been retiring two to three years earlier than other public sector employees.

Expected Retirements

Three Measures of Retirement

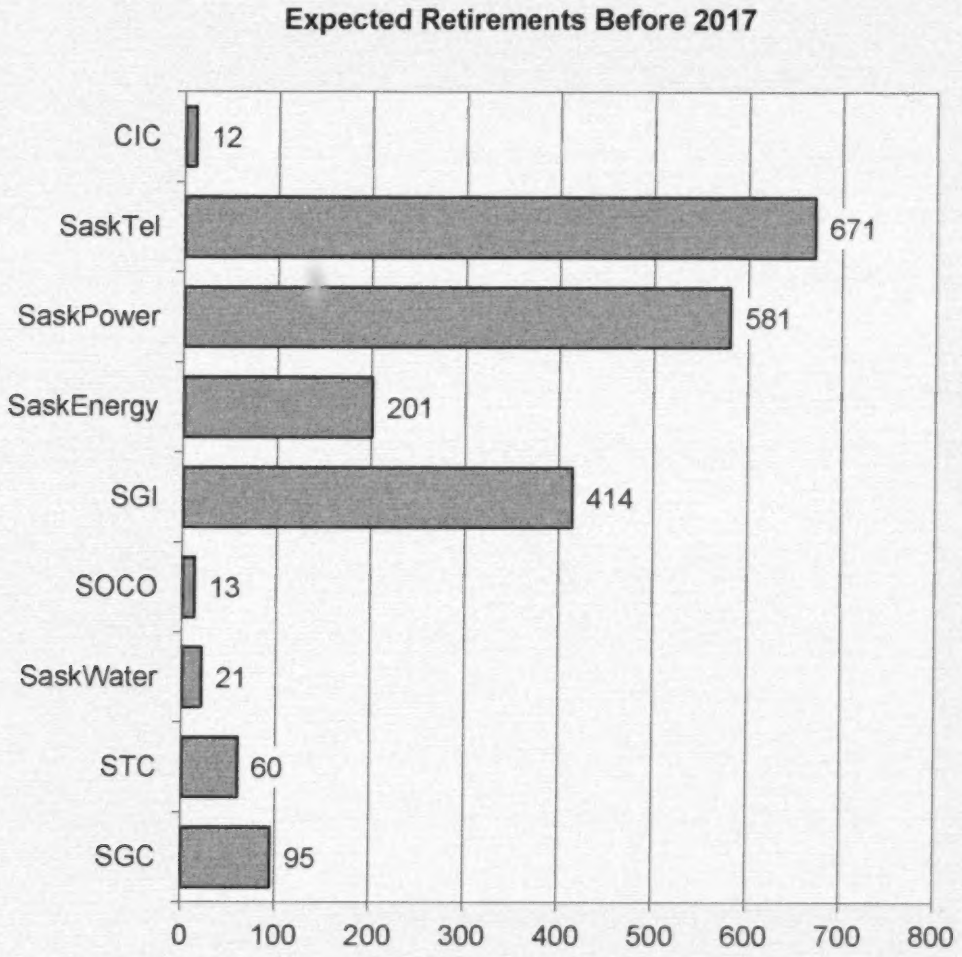


* *staff who could have or were expected to retired but were still employed on Dec 31 2013*

- The expected retirement year for each permanent crown staff member who was employed as of December 2013 is calculated using a model that predicts their retirement date on the basis of the past behaviour of other crown employees with similar characteristics.
- Permanent staff are expected to retire between after their earliest possible retirement date (typically at 50 years of age), depending on their age, tenure, gender, skill level, union membership, membership in a visible minority group, and whether they work full-time or part-time.
- Retirement packages or other unforeseen circumstance can change these estimates significantly. The hiring of additional staff and turnover of existing staff will also change the estimates because it changes the demographic mix of "current" staff.

Mandatory retirement was removed in November 2007 so age 65 will become less prevalent as a "normal" retirement age in the future.

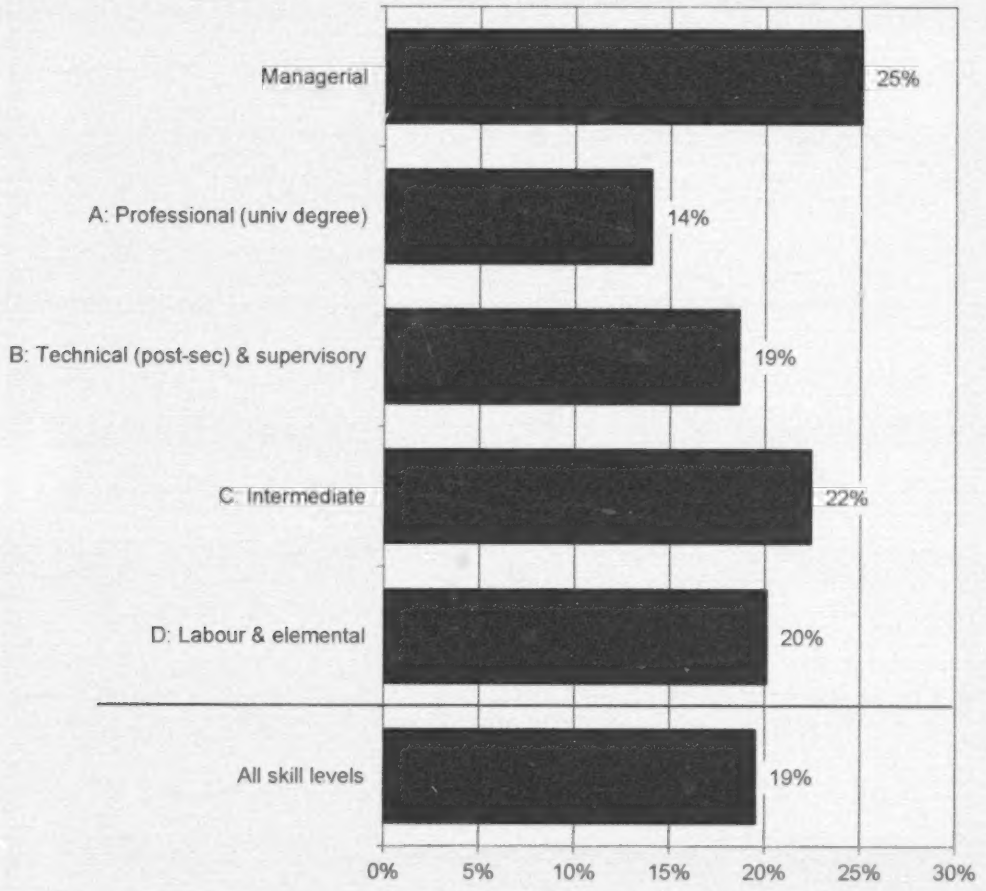
Expected Retirements by Crown Corporation



- Whereas 44% of permanent crown staff will be eligible to retire before 2017, only 19% can be expected to do so.
- Of the 2,016 retirements expected in the next three years (2014 to 2016), the vast majority will occur in the three large crowns - SaskTel, SaskPower, and SGI.
- This estimate is undoubtedly high, being equivalent to more than 700 retirements per year whereas the current number is about 300 per year. It does, however, represent a plausible, if extreme, scenario

Expected Retirements by Skill Level

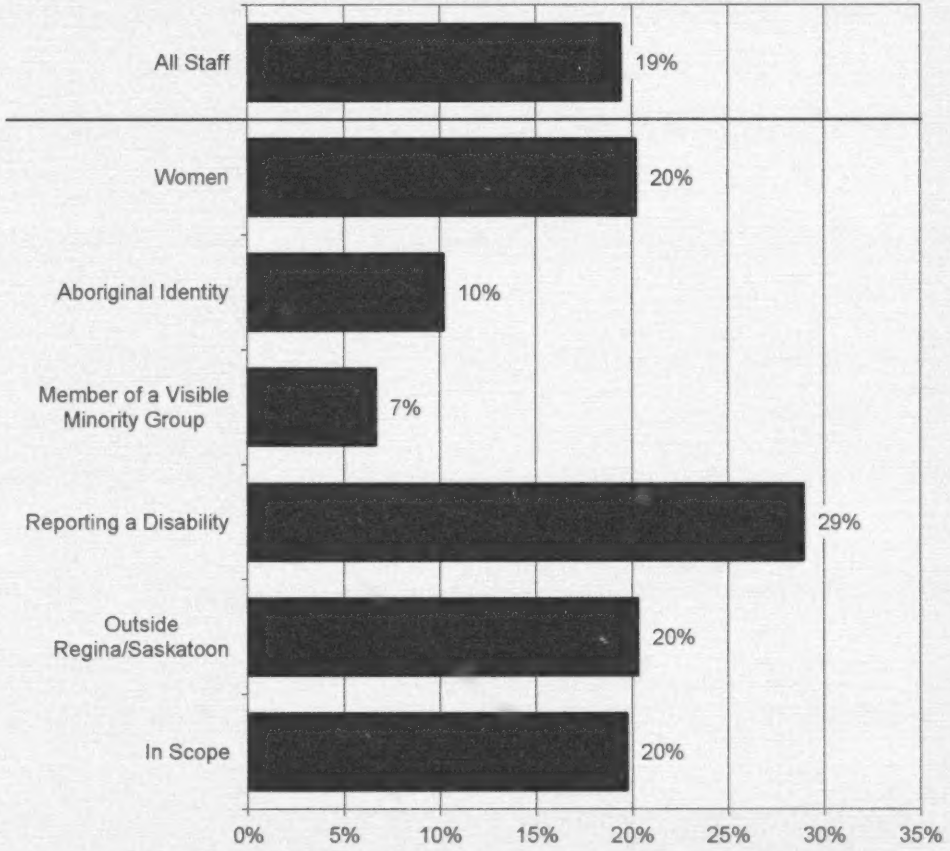
Expected Retirements Before 2017 by Skill Level (% of staff)



- Compared with other skill levels, an above-average proportion of crown corporation managers will probably retire by 2016.
- In the short term, retirement rates are lower among professionals, namely those in positions that require a university degree.

Expected Retirements by Target Group

Expected Retirements Before 2017 (% of staff), Selected Groups of Permanent Employees



- Expected retirement rates over the short term do not vary significantly by gender, location, or union membership.
- Compared with the average, however, retirement rates are lower among those who are members of a visible minority group or who report an Aboriginal identity. These staff tend to be, on average, younger than other staff.